理想国

The Big Data Revolution

除了上帝，任何人都必须用数据来说话。

涂子沛 著

大数据

正在到来的数据革命，以及它如何改变政府、商业与我们的生活

广西师范大学出版社

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Ramayya Krishnan[illegible]

Big Data has the potential to fundamentally transform Society. However, unlocking this potential will require careful attention to data governance and insightful application of data analytics combined with an environment that spurs managerial innovation. Zipei's book provides a roadmap for the Chinese professionals using the American experience as context. As the dean of the Heinz College and its School of Information Systems at Carnegie Mellon University, I am very proud of what Zipei has accomplished. His book combines government, business and technology concepts in a holistic manner, embodying the unique strengths of programs and faculty of the Heinz College. I believe this book will stimulate new ideas in China to meet the big data challenge.

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Foreword



This book is an important one for Chinese government and business organizations. Big data and analytics based on it promise to change virtually every industry and business function over the next decade. Any organization that gets started early with big data can gain a significant competitive edge. Just as early analytical competitors in the“small data”era (including Capital One bank, Progressive Insurance, and Marriott hotels) moved out ahead of their competitors and built a sizable competitive edge, the time is now for firms to seize the big data opportunity.

The pervasive future of big data is enabled by the pervasive nature of sensors and microprocessors today. We are entering into the ubiquitous computing age now. Virtually every mechanical or electronic device can leave a trail that describes its performance, location, or state. These

devices, and the people who use them, communicate through the Internet—which leads to another vast data source. When all these bits are combined with those from other media—wireless and wired telephony, cable, satellite, and so forth—the future of data appears even bigger.

The availability of all this data means that virtually every business or organizational activity can be viewed as a big data problem or initiative. Manufacturing, in which most machines already have one or more microprocessors, is already a big data situation. Consumer marketing, with myriad customer touchpoints and clickstreams, is already a big data problem. Google has even described the self-driving car as a big data problem.

Governments have begun to recognize that they sit on enormous collections of data that wait to be analyzed. We can see big data and analytics initiatives among governments in Asia. Last year, Singapore helped to launch the Deloitte Analytics Institute (DAI). This new institute is sponsored in part by the Economic Development Board of the Singapore government. The DAI's goal is to do research and thought leadership on the application of analytics to government and business. Singapore has also sponsored several university-based research initiatives on analytics and big data.

Organizations that want to pursue big data opportunities need to begin working along several fronts. From a technology standpoint, they need to acquire and develop tools to manage both structured and unstructured data in massively parallel server environments, either on premise or in the cloud. They need to select analytical software to make sense of the data. Perhaps most importantly, they need to hire or develop the human talent to manage and analyze big data. These people are typically known as“data scientists”—hybrids of hacker and quantitative analyst—and they are in extremely short supply. The wise executive will develop approaches to securing the best people.

Some companies are beginning to realize the extent of the opportunity, and to act upon it now. GE, for example, has committed to spend more than $1.5 billion to develop its Global Software and Analytics Center in the San Francisco Bay Area as a part of its Global Research organization. The company plans to hire at least 400 computer and data scientists at this location, and has already hired 180. Globally GE has over 10,000 engineers engaged in developing software and analytics products and services, and their efforts will be coordinated through common analytics platforms, training and leadership education, and innovative offerings. A significant portion of big data activities at GE will be focused on industrial

products, such as locomotives, turbines, jet engines, and large energy generation facilities.

The size and ambition of GE's commitment should set the tone for other organizations that want to succeed with big data. Chinese government agencies and firms are noted worldwide for their ambitious plans in other domains, and these should be extended to big data. Zipei Tu's book will help to guide government and business organization's efforts in this important area.

Thomas H. Davenport

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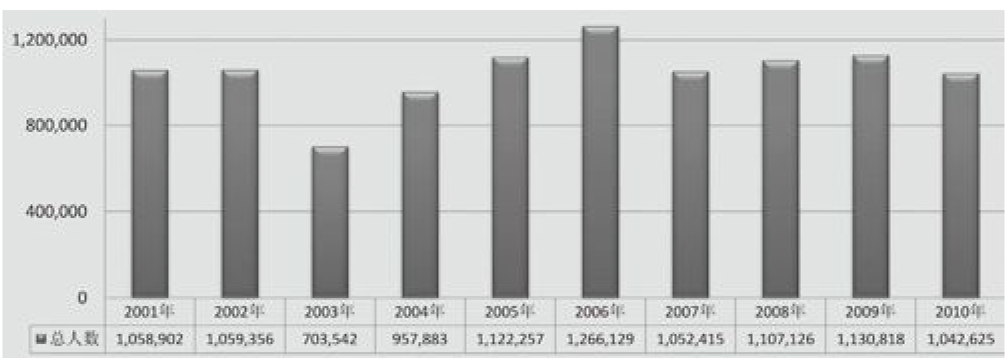
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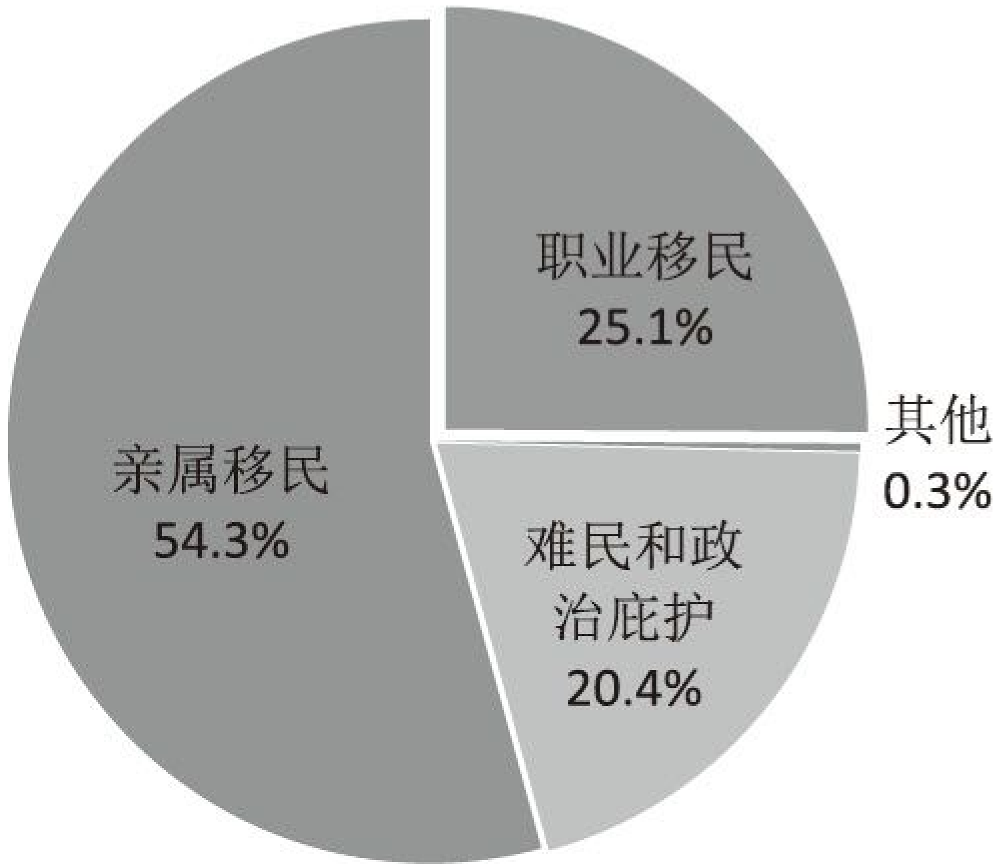
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01 [illegible]“You can take your diploma, walk off this stage, and chase only after the big house and the nice suits and the other things that our money culture says you should buy. You can choose to narrow your concerns and live life in a way that tries to keep your story separate from America's. But I hope you don't. Not because you have an obligation to those who are less fortunate, although I believe you do have that obligation. Not because you have a debt to all those who helped you get to where you are today, although I do believe you have that debt to pay. It's because you have an obligation to yourself. Because our individual salvation depends on collective salvation. Because thinking only about yourself, fulfilling your immediate wants and needs, betrays a poverty of ambition. Because it's only when you hitch your wagon to something larger than yourself that you realize your true potential and discover the role that you'll play in writing the next great chapter in the American story.”—Obama's commencement speech at Wesleyan University, May 27, 2008

02 [illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]4[illegible]“[illegible]”[illegible]56[illegible]44[illegible]43[illegible]

03 [illegible]“My fellow Americans, this is an amazing moment for me. To think that a once scrawny boy from Austria could grow up to become Governor of California and stand in Madison Square Garden to speak on behalf of the President of the United States that is an immigrant's dream. It is the American dream.”—Remarks by California Gov. Schwarzenegger to the National Republican Convention, August 31, 2004.

04 [illegible]1863[illegible]1965[illegible]The Voting Rights Act[illegible]

05 [illegible]“My Administration is committed to creating an unprecedented level of openness in Government. We will work together to ensure the public trust and establish a system of transparency, public participation, and collaboration.”—Transparency and Open Government, Presidential Memorandum for the Heads of Executive Departments and Agencies, retrieved on http://www.whitehouse.gov/the_press_office/TransparencyandOpenGovernment/

06 [illegible]Presidential Memoranda[illegible]

07 [illegible]“Publicity is justly commended as a remedy for social and industrial diseases. Sunlight is said to be the best of disinfectants; electric light the most efficient policeman.”—Justice Louis Brandeis, 1913.

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01 [illegible]“In God we trust; everyone else must bring data.”—Edwards Deming
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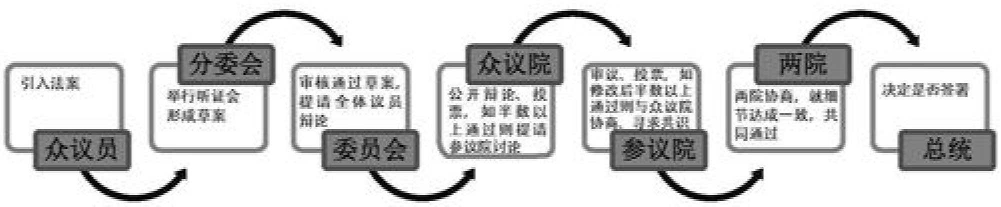
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自我实现的需求
被人尊重的需求
友情、爱情、社交等感情需求
人身、财产、工作保障等安全需求
空气、水、食物、睡眠、性等生理需求

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01 [illegible]“Information is the currency of democracy.”—Thomas Jefferson

02 [illegible]“The power to withhold the facts of government is the power to destroy that government. Such power is not to be lightly granted nor recklessly used.”— U.S. House of Representatives Committee Report on Freedom of Information, 1976

03 [illegible]“A free press stands as one of the great interpreters between the government and the people. To allow it to be fettered is to fetter ourselves.”—Justice George Sutherland, 1936

04 [illegible]“There cannot be political freedom in one country, or in the world, without respect for the right to know.”—*New York Times*, Jan. 23, 1945, at 18.

05 [illegible]American Society of Newspaper Editors[illegible]World Freedom Information Committee[illegible]

06 [illegible]“Our job is to make the people of this nation conscious of the fact that all public records belong to the people; that officials are merely the servants of the people; that newspapers are the eyes of the people, keeping the eternal spotlight on officials and on public records. Unless we do this then the freedoms will slip out of our hands by default.”—American Society of Newspaper Editors, Newspapers Awake to Constant Threat to Press Freedom, The Bulletin, Feb. 1, 1950

07 [illegible]“Public business is the public's business. The people have the right to know. Freedom of information is their just heritage. Without that the citizens of a democracy have but changed their kings.”

08 □□□□□□“I have fought the good fight, I have finished the race, I have kept the faith. Now there is in store for me the crown of righteousness.”—2 Timothy 4:7, *the Bible*

09 □□□□□□“All government, indeed every human benefit and enjoyment, every virtue, and every prudent act, is founded on compromise and barter.”—Edmund Burke

10 Bill Moyers on the Freedom of Information Act, Public Broadcasting Service□ April 5, 2002. http://www.pbs.org/now/commentary/moyers4.html.

11 □□□□□□“This legislation springs from one of our most essential principles: A democracy works best when the people have all the information that the security of the Nation permits. … I signed this measure with a deep sense of pride that United States is an open society.”

12 □□□□□□□□□□□□□□□□□□□50□□□□□□□□

13 Donald Rumsfeld (@RumsfeldOffice),“I was a co-sponsor of FOIA in 1966.”Twitter, Nov 30, 2010.

14 □□□□□□“People talk about the middle of the road as though it were unacceptable. Actually, all human problems, excepting morals, come into the gray areas. Things are not all black and white. There have to be compromises. The middle of the road is all of the usable surface. The extremes, right and left, are in the gutters.”—Dwight Eisenhower

15 □□□□□□“I am a compromiser and maneuverer. I try to get something. That's the way our system works.”—Lyndon B. Johnson

16 □□□□□□“The lesson of history is rarely learned by the actors themselves.”—James A. Garfield

17 SDC Development Corporation v. F. David Mathews, Secretary of Health, Education and Welfare, United States Court of Appeals, Ninth Circuit, September 29, 1976.

18 *Dismukes v. Department of the Interior*, D.C. District Court, Dec. 19, 1984.

19 □Electronic Freedom of Information Act Amendments of 1996.

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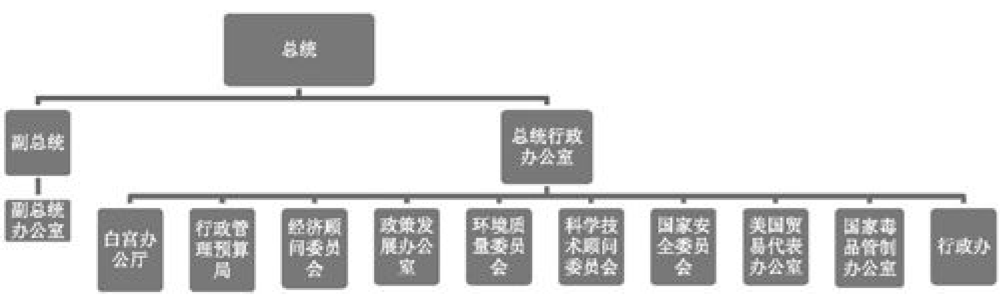
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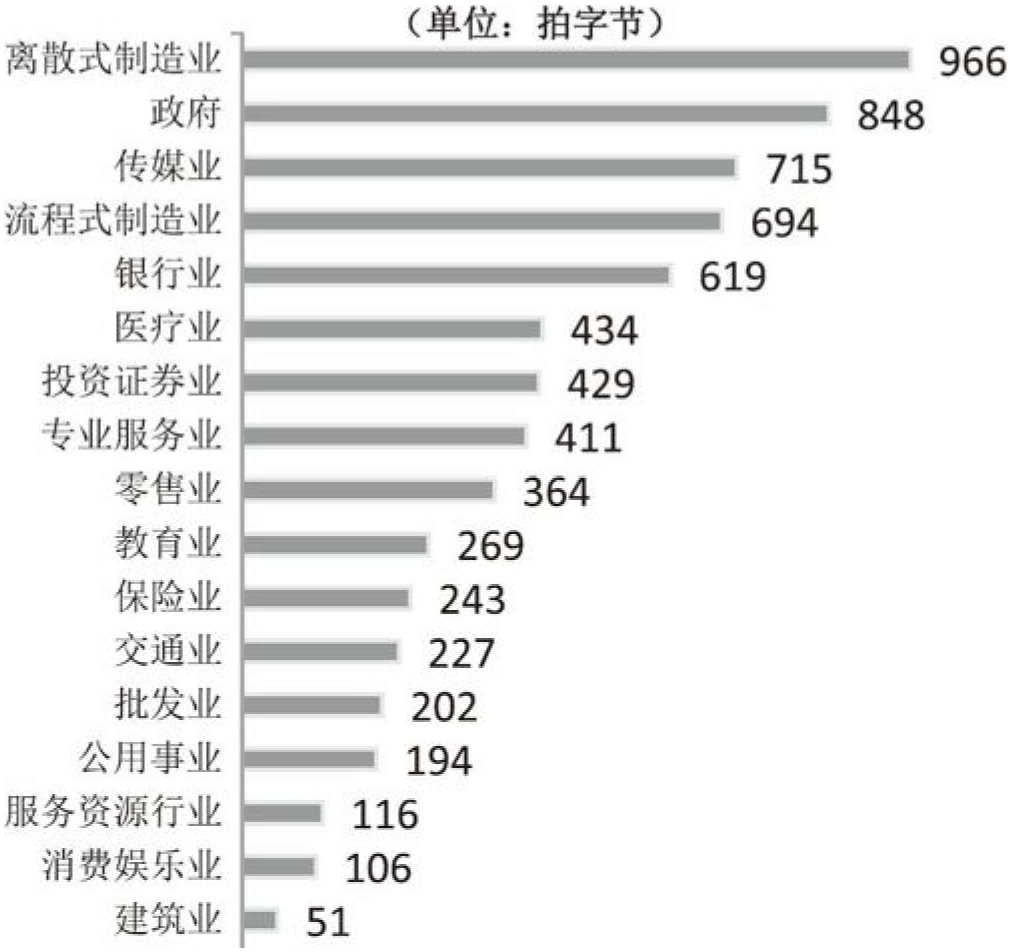
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单位	英语标识	大小	含意和例子
位	Bit	1 或 0	计算机用二进制存储和处理数据，一位是指一个二进制数位：0 或 1，这是存储信息的逻辑单元。
字节	Byte	8 位	这是计算机存储信息的基本物理单位，存储一个英文字母在计算机上，其大小就是一个字节。
千字节	KB	1024 字节，或 2^{10} 个字节	一页纸上的文字大概是 5 千字节
兆字节	MB	1024 千字节，或 2^{20} 个字节	一首普通 MP3 格式的流行歌曲大概是 4 兆字节
吉字节	GB	1024 兆字节，或 2^{30} 个字节	一部电影大概是 1 吉字节
太字节	TB	1024 吉字节，或 2^{40} 个字节	美国国会图书馆所有登记的印刷版书本的信息量为 15 太字节，截至 2011 年年底，其网络备份的数据量为 280 太字节，这个数据还在以每个月 5 太的速度递增。
拍字节	PB	1024 太字节，或 2^{50} 个字节	美国邮政局一年处理的信件大约为 5 拍，谷歌每小时处理的数据为 1 拍
艾字节	EB	1024 拍字节，或 2^{60} 个字节	相当于 13 亿中国人人手一本 500 页的书加起来的信息量
泽字节	ZB	1024 艾字节，或 2^{70} 个字节	截至 2010 年，人类拥有的信息总量大概是 1.2 泽字节
尧字节	YB	1024 泽字节，或 2^{80} 个字节	超出想象，难以描述

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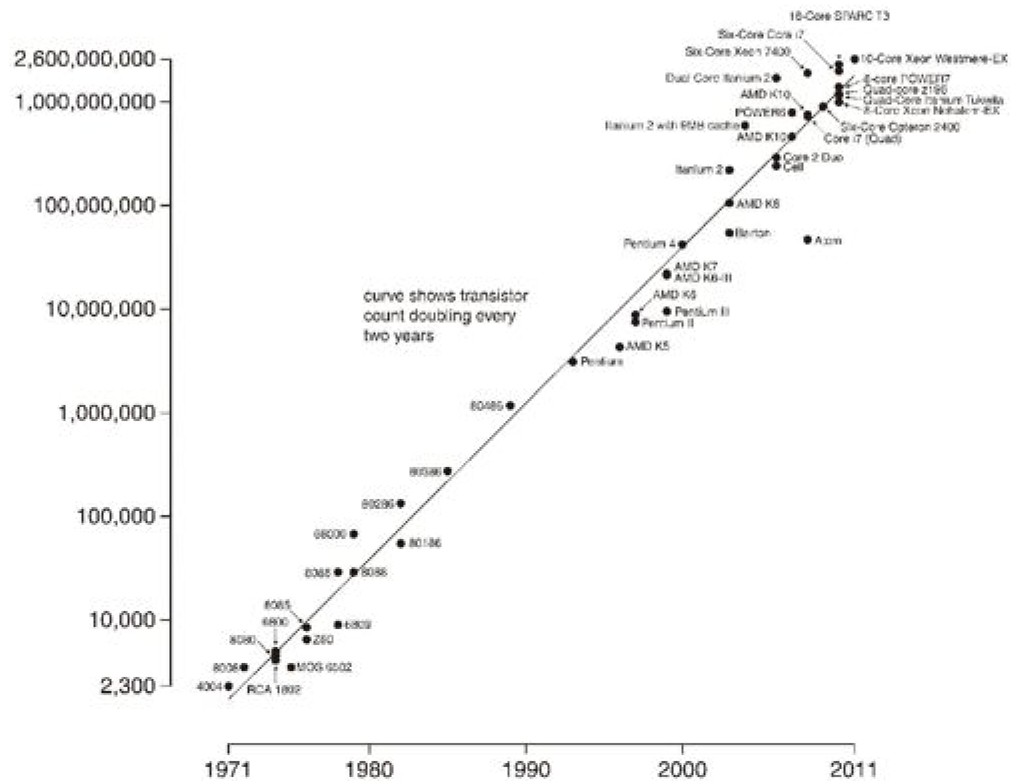
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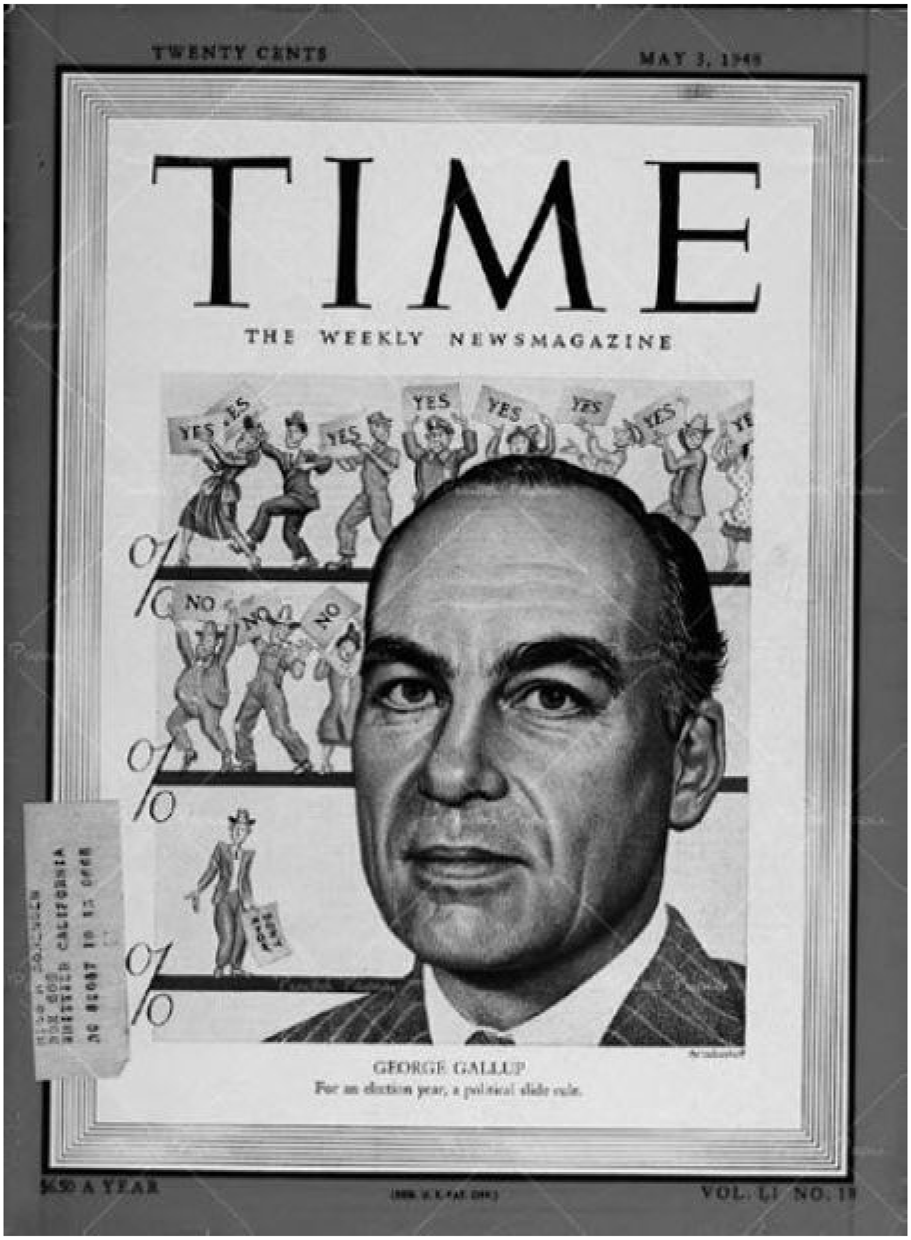
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For an election year, a political slide rule.
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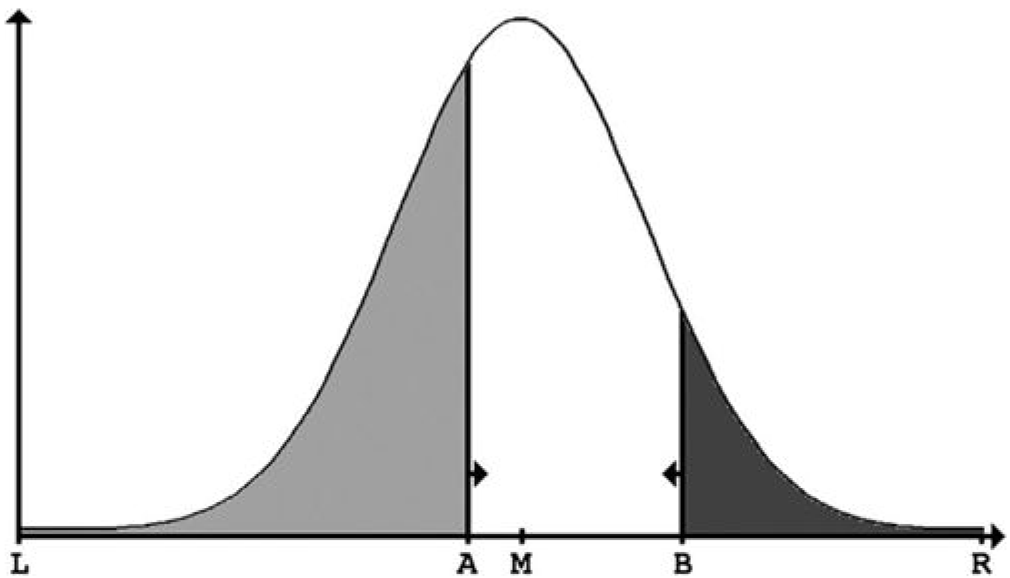
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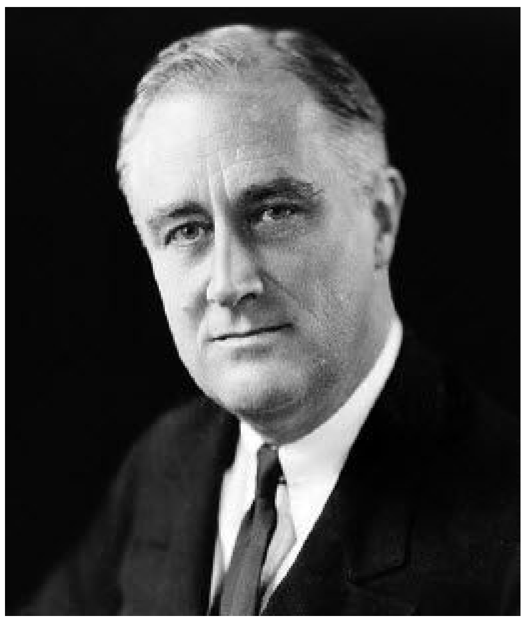


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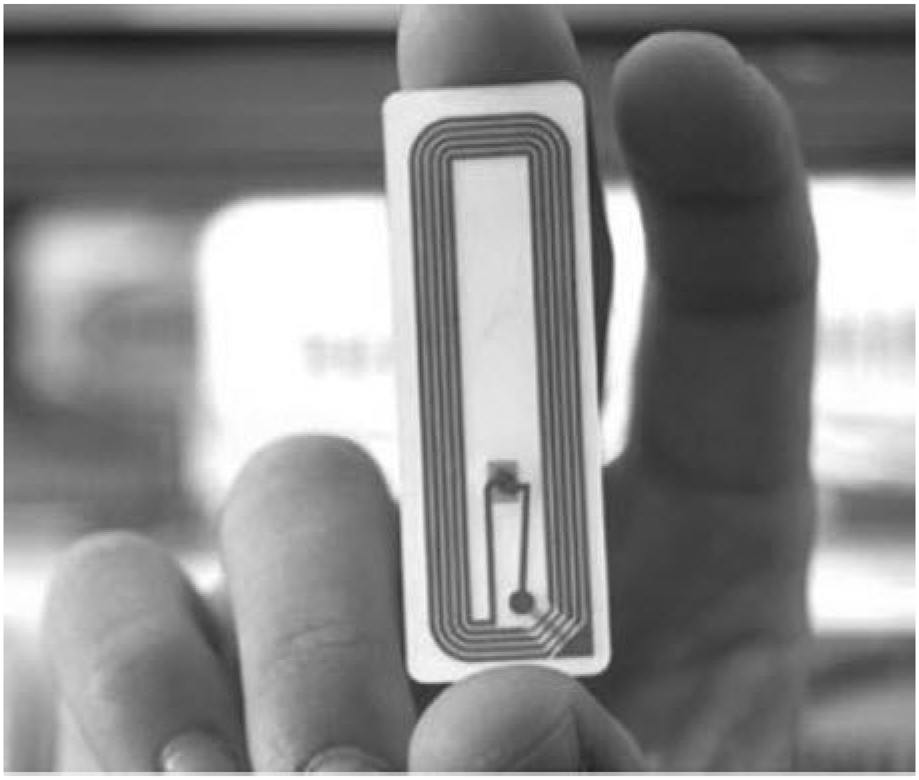
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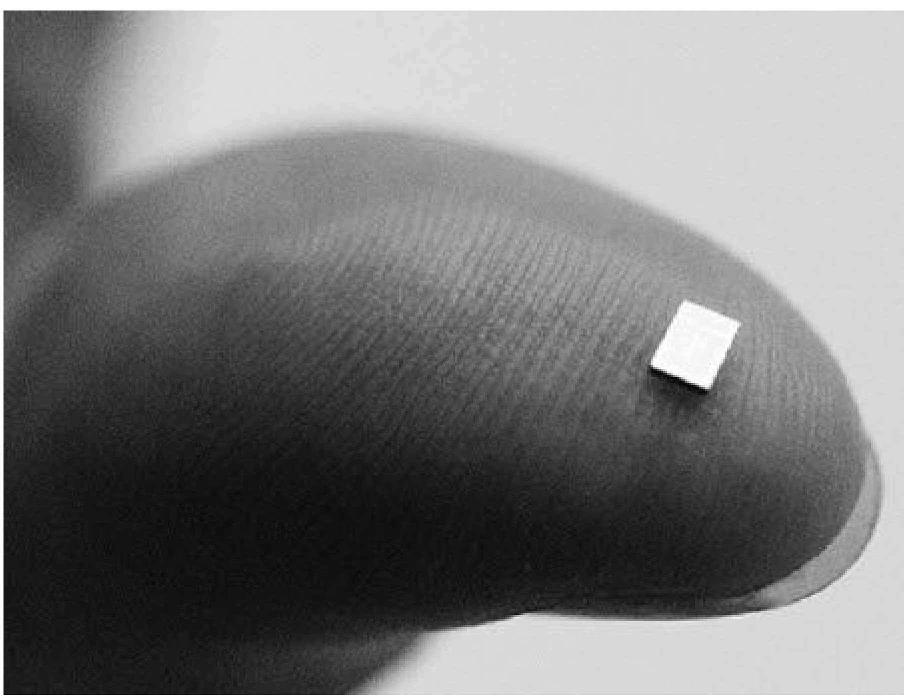
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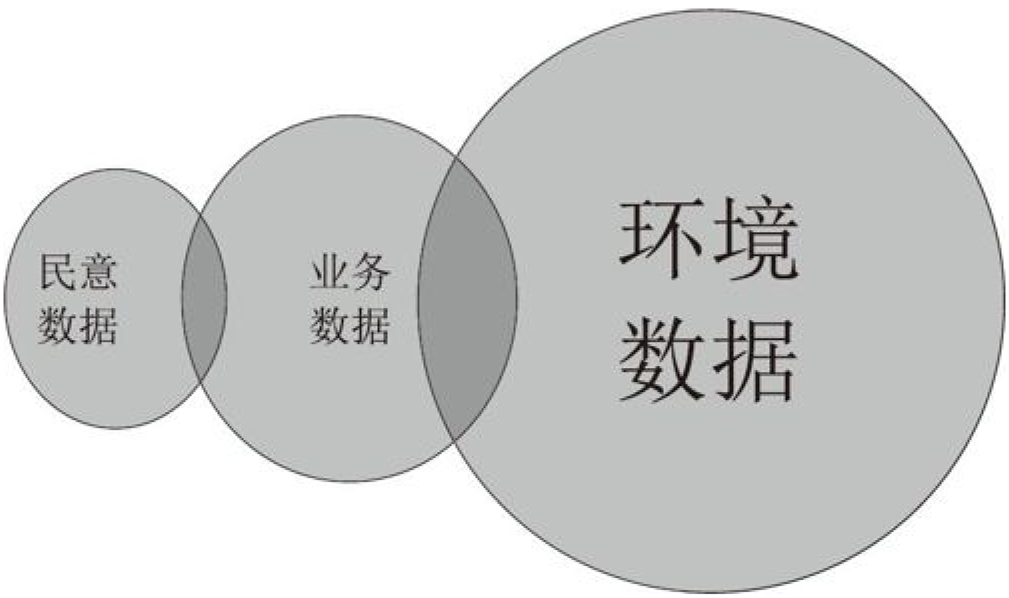
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民意
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数据

数据种类	收集对象	收集方法	里程碑
业务数据	下级部门和各类社会组织	以基层上报、被动接收为主	1973 年卫生部引进最小数据集
民意数据	单个公民或组织	投入人力财力、主动收集	1940 罗斯福总统引进民意调查
环境数据	自然环境、动植物、物体	以传感器自动采集为主	1962 年的海浪监测计划

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[illegible]2001[illegible]Gartner[illegible][21][illegible]“[illegible]”[illegible]

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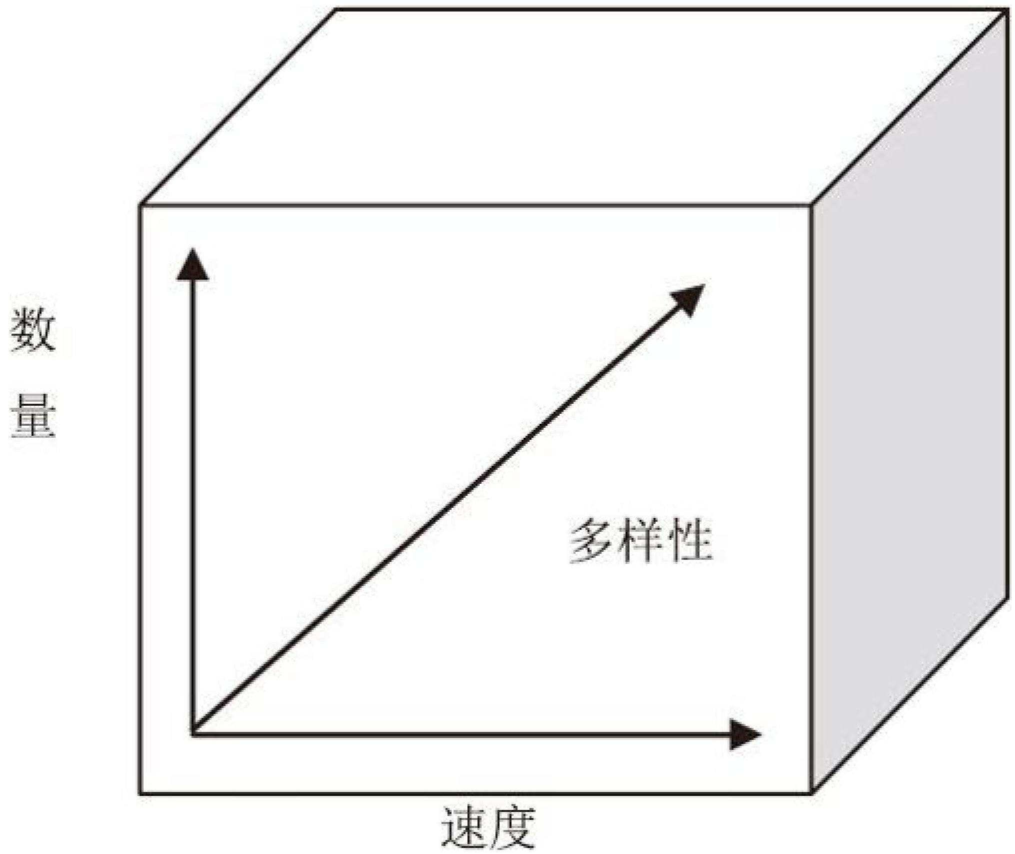
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[illegible]·[illegible]Hal Varian[illegible]2000[illegible]2000[illegible]1000[illegible]2000[illegible]2010[illegible]7000[illegible]6000[illegible]

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01 [illegible]Machine Learning[illegible]

02 Designing a Digital Future, Page. xvii, The President's Council of Advisors on Science and Technology, Dec 2010.

03 [illegible]“Moore's Law has been the name given to everything that changes exponentially in the industry. Another decade is probably straightforward… There is certainly no end to creativity.”—Gordon Moore, February 2003

04 [illegible]With about 2.0 million civilian employees, the Federal Government, excluding the Postal Service, is the Nation's largest employer. http://www.bls.gov/oco/cg/cgs041.htm

05 [illegible]1996[illegible]OMB Circular A-130[illegible]

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07 [illegible]Discrete Manufacturing[illegible]Process Manufacturing[illegible]

08 Md.-based intelligence agencies helped track Bin Laden, 05-7- 2011, Scott Calvert, *The Baltimore Sun*.

09 [illegible]Information Collection Budget Of The United States Government[illegible]Office of Management and Budget[illegible]2010[illegible]

10 [illegible]1965[illegible]1[illegible]1975[illegible]2[illegible]18[illegible]

11 “The capacity of digital data storage worldwide has doubled every nine months for at least a decade, at twice the rate predicted by Moore's Law for the growth of computing power during the same period.”Fayyad, U. and Uthurusamy R., Evolving data mining into solutions for insights, Communications of the ACM, Vol. 45, No. 8, 2002, pp. 28-31.

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13 [illegible]“Data is a precious thing and will last longer than the systems themselves.”— Tim Berners-Lee, www2006 conference BCS interview, 2006

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21 3D Data Management: Controlling Data Volume, Velocity and Variety, Laney, Douglas. Feb 2001.

22 A twenty-first century science, Nature 445, 489; 1 February 2007, Duncan Watts.

23 [illegible]

24 The Age of Big Data, *New York Times*, Steve Lohr, February 11, 2012.

[illegible]

[illegible]“[illegible]”（Data-Driven Decision Making[illegible]

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[illegible]1947[illegible]

1950[illegible]

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[illegible]

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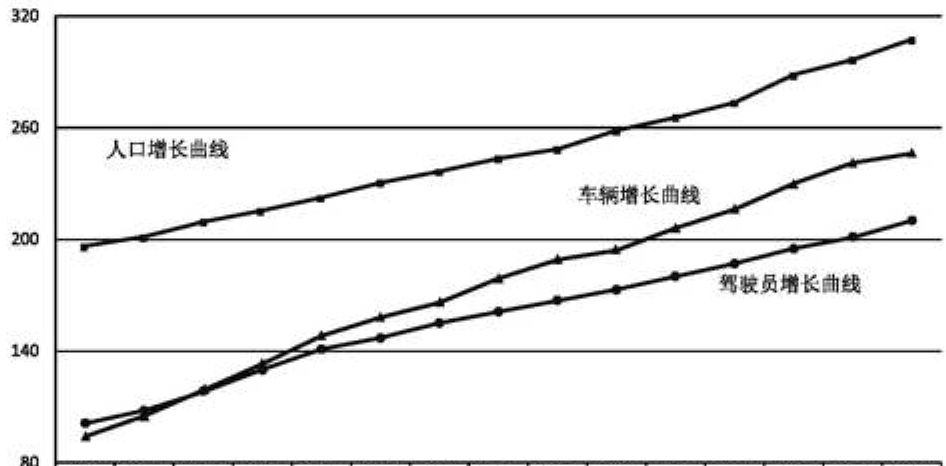
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1966[illegible]2009[illegible]

项目 \ 年份	1966 年	2009 年	趋势
人口	1.96 亿	3.07 亿	⬆
车辆	0.94 亿	2.46 亿	⬆
交通事故死亡人数	突破 5 万人	约 3.38 万人	⬇

1966[illegible]2009[illegible]

（单位：百万）



	1966年	1969年	1972年	1975年	1978年	1981年	1984年	1987年	1990年	1993年	1996年	1999年	2002年	2005年	2009年
人口	196	201	209	215	222	230	236	243	248	258	265	273	288	296	307
驾驶员	101	108	118	130	141	147	155	161	167	173	180	187	195	201	210
车辆	94	105	119	133	148	158	166	179	189	194	206	216	230	241	246

[illegible]3[illegible]1970[illegible]FHA[illegible]

[illegible]

[illegible]NHTSA[illegible]“[illegible]”[illegible]

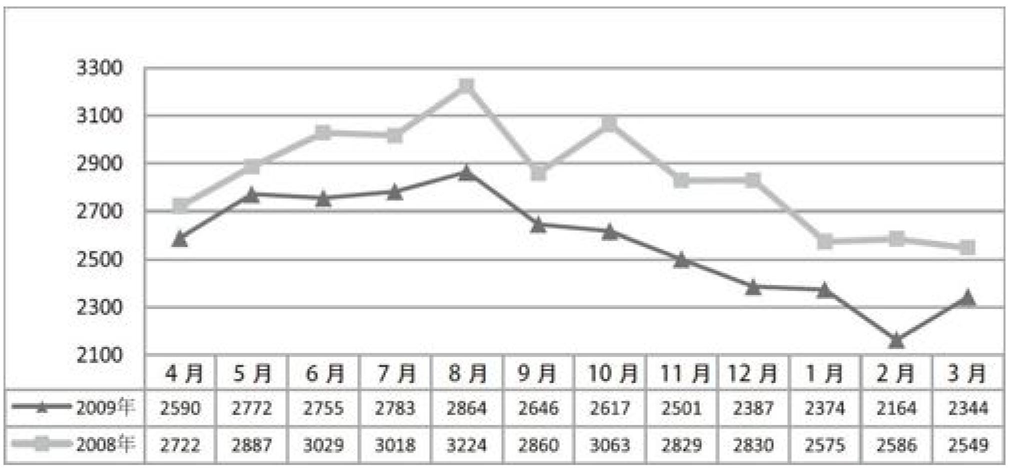
[illegible]“[illegible]”[illegible]1966[illegible]

1966[illegible]5[illegible]Highway Safety Act[illegible]“[illegible]”[illegible][05]

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□2009□□□□□□□□□□□□□□□□□□□□□□□□□[06]□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□“□”□□□

2008□2009□□□□□□□□□□□



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2009□□□□□□□□□□□□□□□

	星期天	星期一	星期二	星期三	星期四	星期五	星期六	总计
0:00-3:00	**1072**	316	270	328	422	525	**1024**	3957
3:00-6:00	635	245	221	259	276	337	614	2587
6:00-9:00	324	451	388	400	428	429	378	2798
9:00-12:00	392	420	409	373	395	452	493	2934
12:00-15:00	559	572	542	493	524	622	669	3981
15:00-18:00	700	687	677	663	659	767	791	4944
18:00-21:00	**768**	**627**	**594**	**628**	**680**	**807**	**884**	**4988**
21:00-24:00	523	448	484	540	592	892	880	4359
时间不明	31	31	30	40	28	36	53	249
总计	**5004**	3797	3615	3724	4004	**4867**	**5786**	30797

[illegible]2[illegible]18:00-21:00[illegible]18:00-21:00[illegible]

[illegible]3[illegible]“[illegible]”[illegible]

[illegible]4[illegible]3[illegible]

2009[illegible]

	单车事故			多车相撞			合计		
	数量	酒后驾车	酒后驾车比例	数量	酒后驾车	酒后驾车比例	数量	酒后驾车	酒后驾车比例
0:00-3:00	**3099**	2030	**66%**	858	568	**66%**	3957	2598	**66%**
3:00-6:00	1935	1042	54%	652	304	47%	2587	1346	52%
6:00-9:00	1536	301	20%	1262	128	10%	2798	429	15%
9:00-12:00	1412	159	11%	1522	94	6%	2934	253	9%
12:00-15:00	1898	267	14%	2083	185	9%	3981	452	11%
15:00-18:00	2474	594	24%	2470	363	15%	4944	957	19%
18:00-21:00	3104	1044	34%	1884	585	31%	4988	1629	33%
21:00-24:00	3056	1401	46%	1303	623	48%	4359	2024	46%
时间不明	231	120	52%	18	6	32%	249	126	50%
总计	**18745**	6958	37%	**12052**	2856	24%	30797	9814	32%

[illegible]5[illegible]3[illegible]66[illegible]

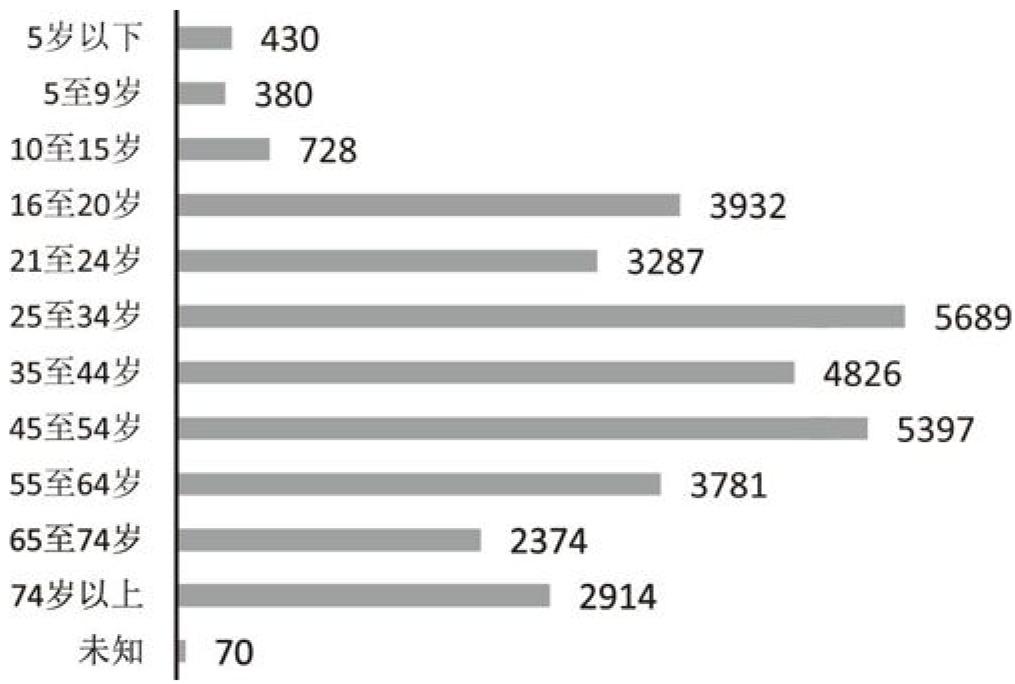
[illegible]6[illegible]

2009[illegible]

	白天正常光线	晚上有灯光	晚上无灯光	黎明或黄昏	情况不明	总计
正常天气	**13408**	4811	7813	1037	55	**27124**
雨天	**1055**	486	747	115	7	2410
雪天	**307**	43	207	34	2	593
其他	**113**	51	200	33	0	397
天气不明	**65**	14	116	3	75	273
合计	**14948**	5405	9083	1222	139	30797

[illegible]7[illegible]

2009[illegible]



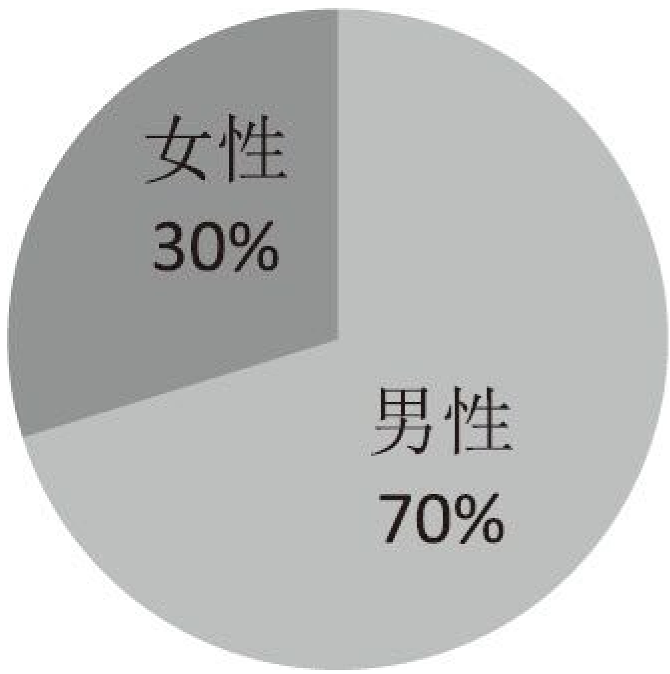
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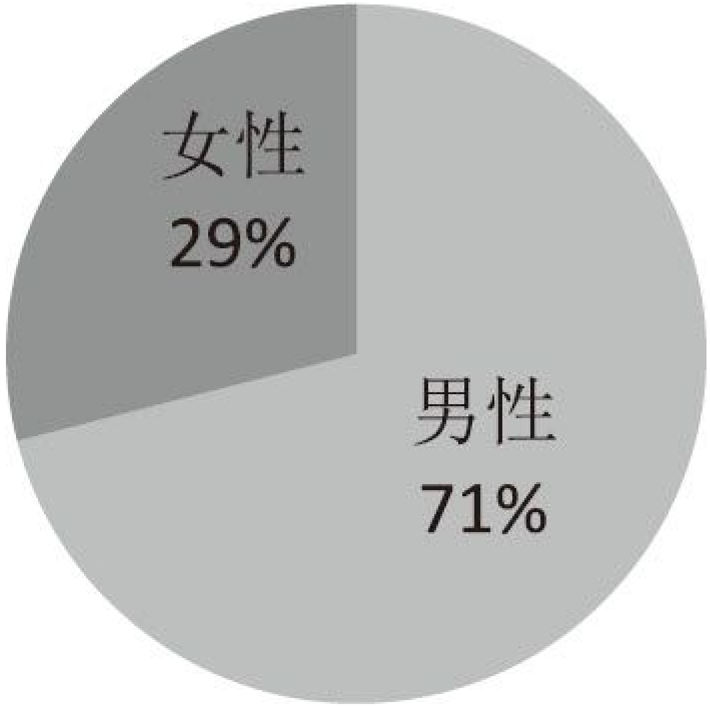
	人员类别	数量	小计
汽车	汽车司机	17640	24474
	乘客	6770	
	不明	64	
摩托车	摩托车司机	4462	4462
行人	行人	**4092**	4872
	骑自行车的人	630	
	其他	150	

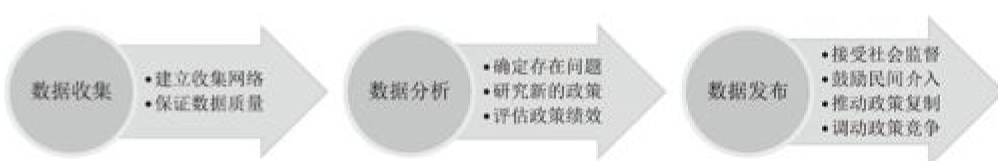
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女性
29%
男性
71%


数据收集
•建立收集网络
•保证数据质量
数据分析
•确定存在问题
•研究新的政策
•评估政策绩效
数据发布
•接受社会监督
•鼓励民间介入
•推动政策复制
•调动政策竞争

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[illegible]Government Contractor[illegible]50[illegible]5[illegible]“[illegible]”[illegible]Affirmative Action Plan[illegible]

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1970[illegible]Chrysler Corp.[illegible]“[illegible]”[illegible]1975[illegible]5[illegible]

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1979[illegible]4[illegible]

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2001[illegible]“[illegible]”[illegible]Medical-Medicaid Data Match[illegible]

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[illegible]“[illegible]”[illegible]“[illegible]”[illegible]Data-Driven Policing or Justice[illegible]

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[01](#) Governing by Numbers: The Promise of Data-Driven Policymaking in the Information Age, Daniel C. Esty, Reece Rushing, April, 2007.

[02](#) [illegible]Pew Research[illegible]Gallup[illegible]2010[illegible]

[03](#) [illegible]“China had 78 million vehicles on its roads at the end of last year, roughly one-third as many as the United States. But China has nearly 70,000 police-confirmed traffic deaths a year, twice the figure for the United States. The actual discrepancy may be even greater. Chinese and Western traffic safety experts say that while the United States figures are extremely reliable and take into account virtually every death, only a small fraction of all traffic deaths in China show up in official figures because of widespread underreporting by the local police.”— Road Safety Problems Pose Dire Threat in China, *New York Times*, July 26, 2011

[04](#) [illegible]“I will build a car for the great multitude. … But it will be so low in price that no man making a good salary will be unable to own one — and enjoy with his family the blessing of hours of pleasure in God's great open spaces.”—*My Life and Work* (1922), Chapter IV, Henry Ford

[05](#) [illegible]“[illegible]”[illegible]“Effective record system of accidents … to determine the probable causes of accidents, injuries, and

deaths."—P.L. 89-564, section 402 (a). (U.S. Code Title 23)

06 □□□□□□□http://www-fars.nhtsa.dot.gov/Main/index.aspx

07 "But freedom is not enough. You do not wipe away the scars of centuries by saying: Now you are free to go where you want, and do as you desire, and choose the leaders you please. You do not take a person who, for years, has been hobbled by chains and liberate him, bring him up to the starting line of a race and then say, you are free to compete with all the others, and still justly believe that you have been completely fair… We seek not just freedom but opportunity…To this end equal opportunity is essential."—Commencement Address at Howard University, Lyndon B. Johnson, June 4, 1965

08 Chrysler Corp. v. Brown, Secretary of Defense, 441 U. S. 281 (1979).

09 Testimony on Data Mining Results and Challenges for Government Program Audits and Investigations, United States General Accountability Office, March 2003.

10 http://www.cms.gov/nationalhealthexpenddata/downloads/highlights.pdf

11 FBI's Annual Financial Crimes Report for 2007, Federal Bureau of Investigation.

12 Medicare Program Integrity, Timothy B. Hill, Testimony Before Subcommittee on Health and Oversight and Investigations, Committtee on Ways and Means, U.S. House of Representatives.

13 □□□□□□"There is a spark of idealism within every human being that can be fanned into flame, and will bring forth extraordinary results."—Louis Brandeis

14 *Report of the Task Force on Crime Mapping and Data-Driven Management*, U.S. Department of Justice, Attorney General Janet Reno, July 1999.

15 □□□□□□National Partnership for Reinventing Government□□□□□□□□□□□□□□□□□ □□□□□□□□□□□□□□□□

16 Data-Driven Approaches to Crime and Traffic Safety, DDACTS, Data-Driven Approaches to Crime and Traffic Safety Operational Guidelines, National Highway Traffic Safety Administration, August 2009.

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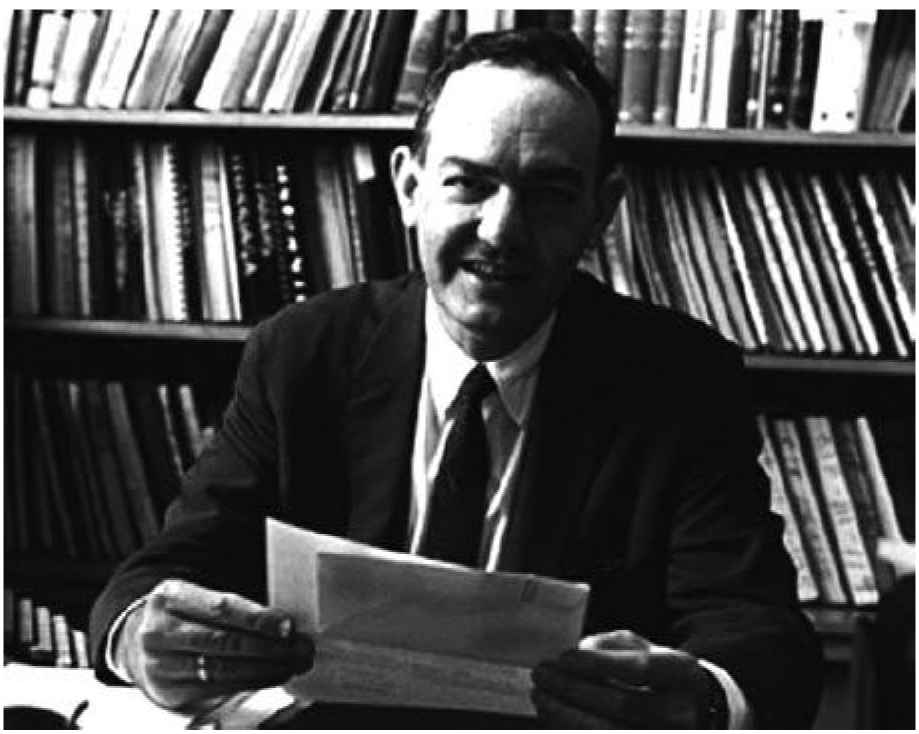
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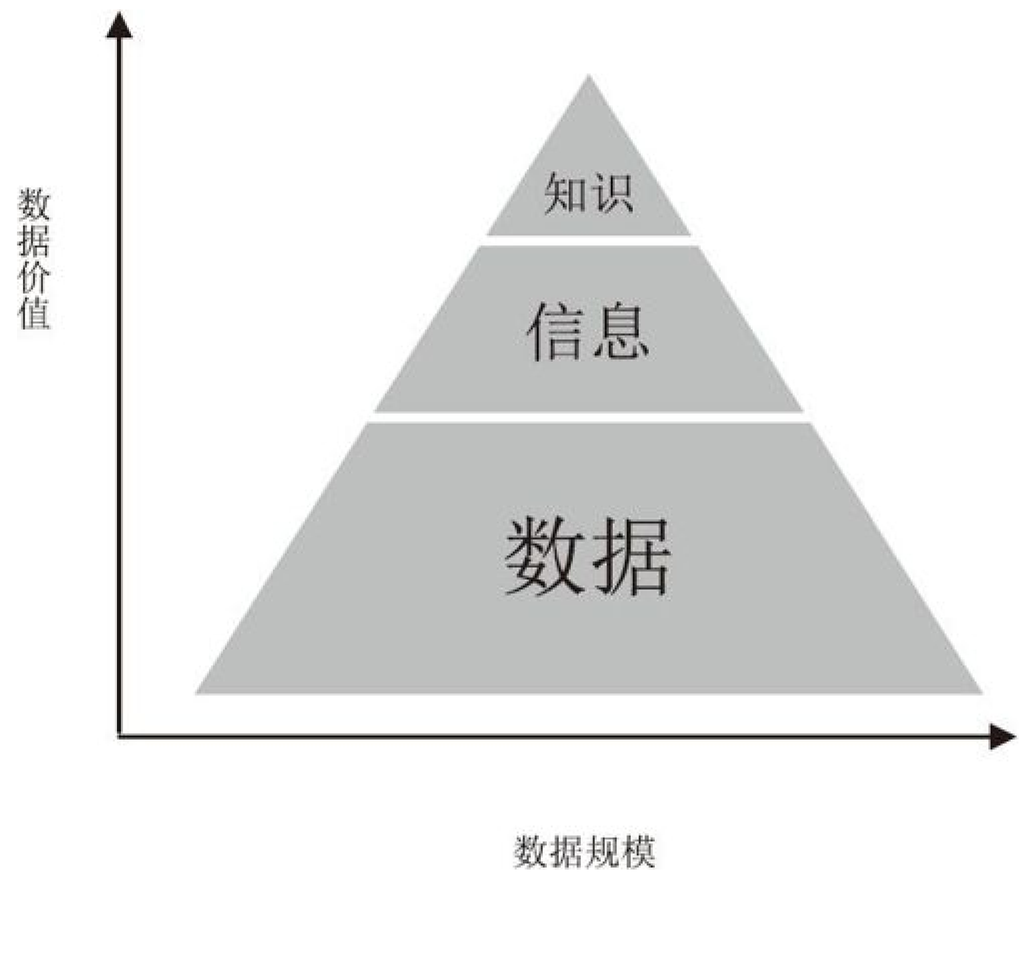
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提炼规律
知识
•大多数黑人男性的身高超过1.85米。



数据价值
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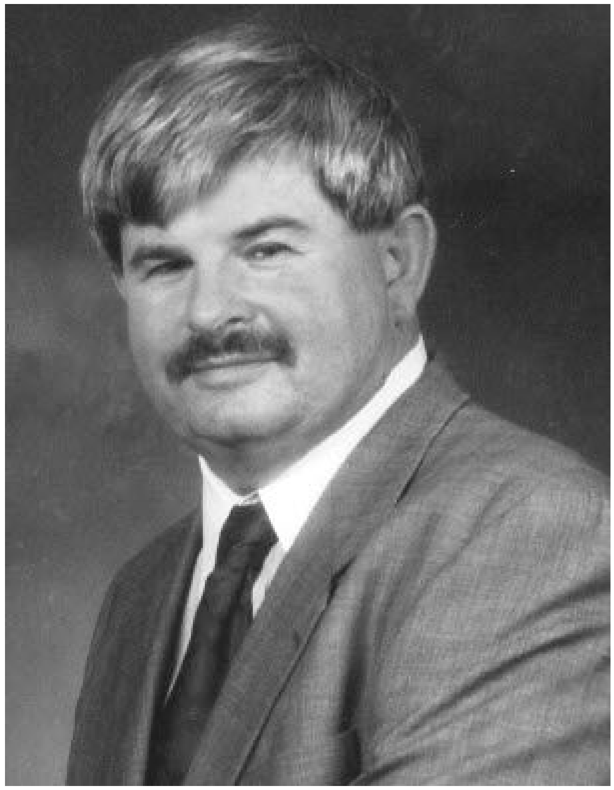
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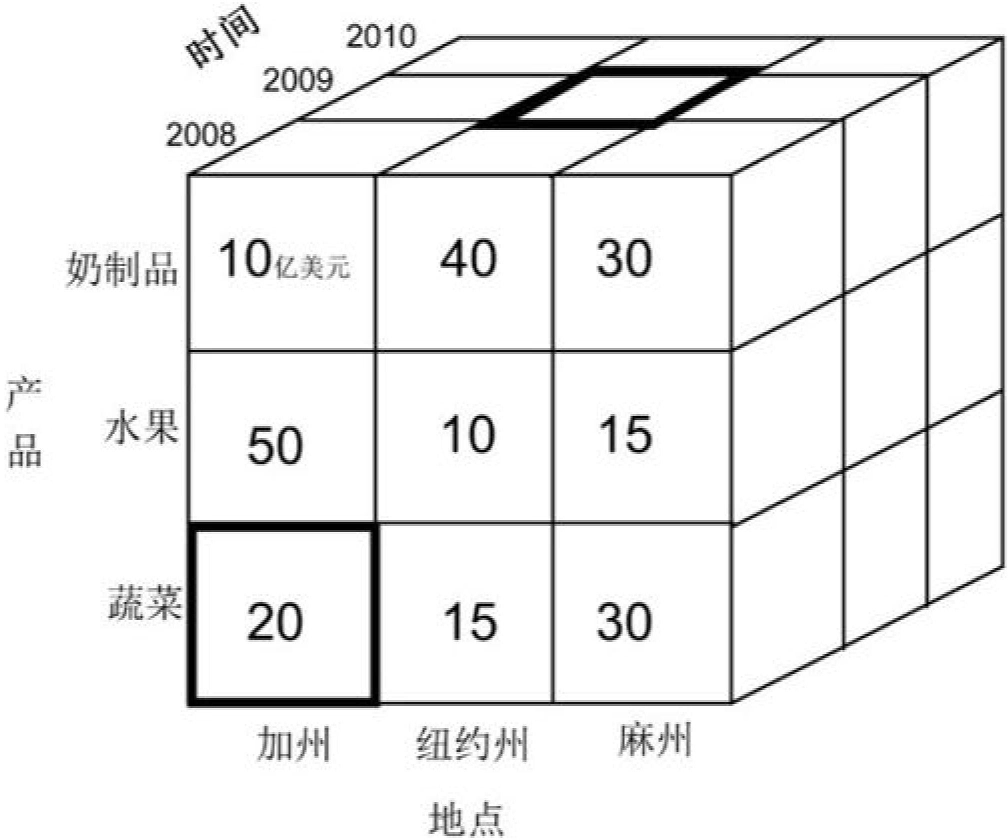
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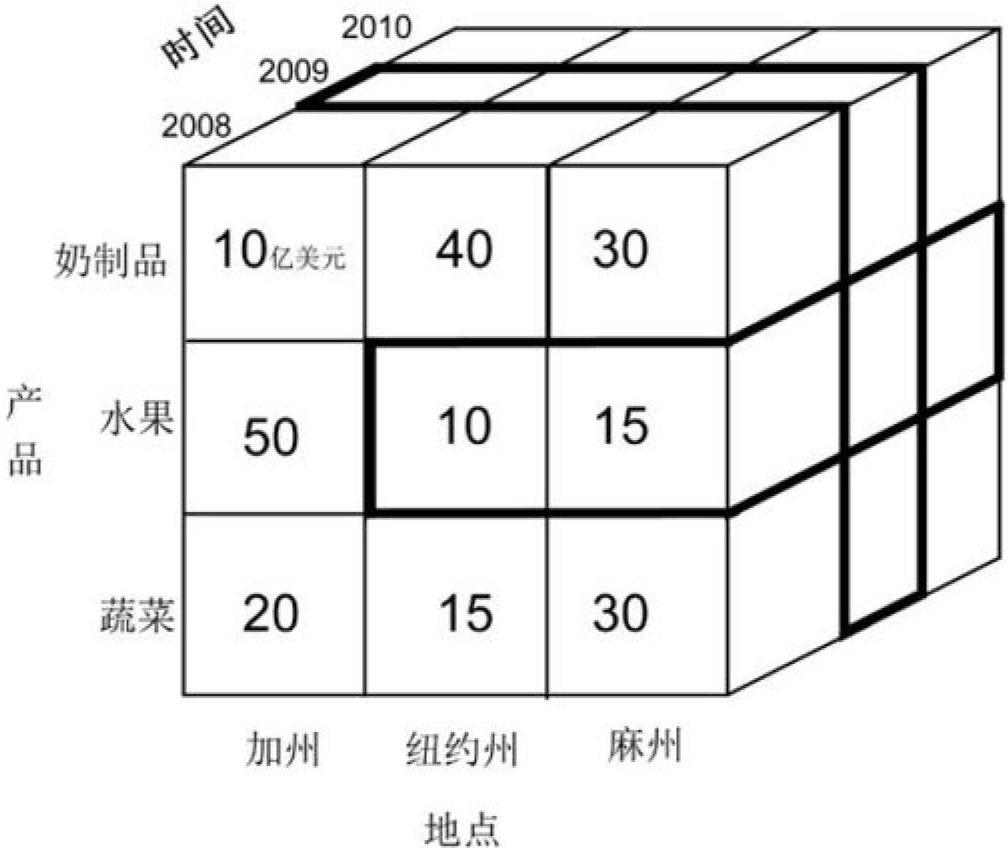


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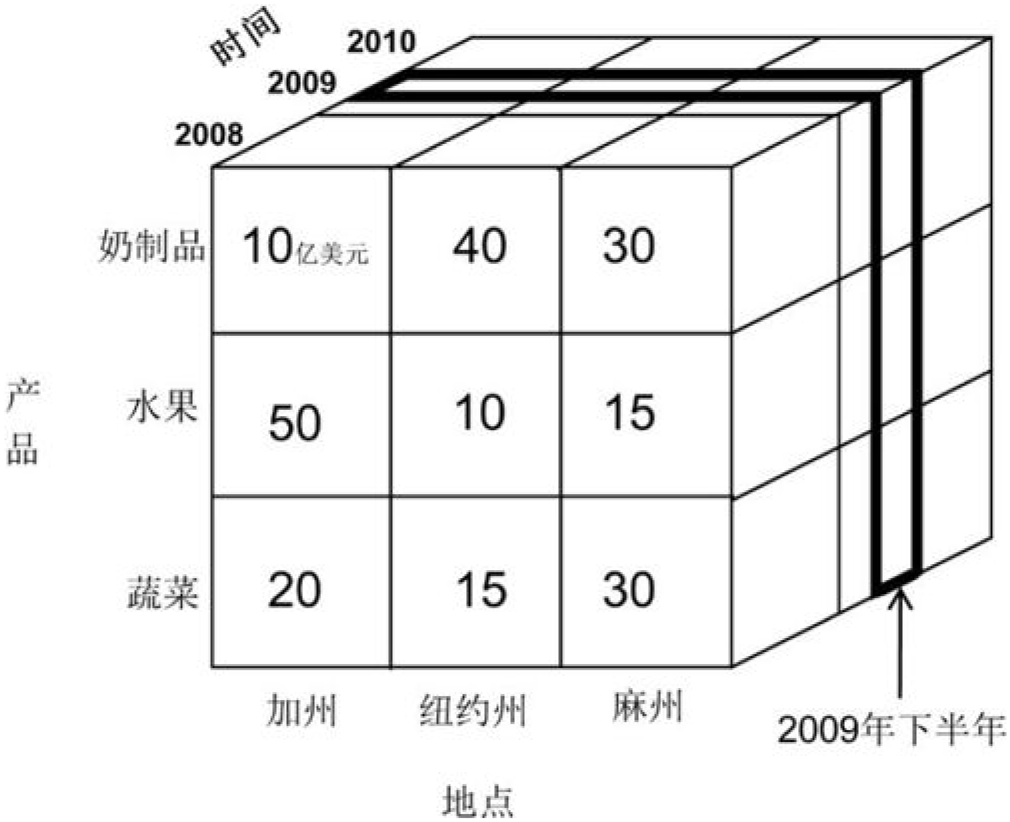
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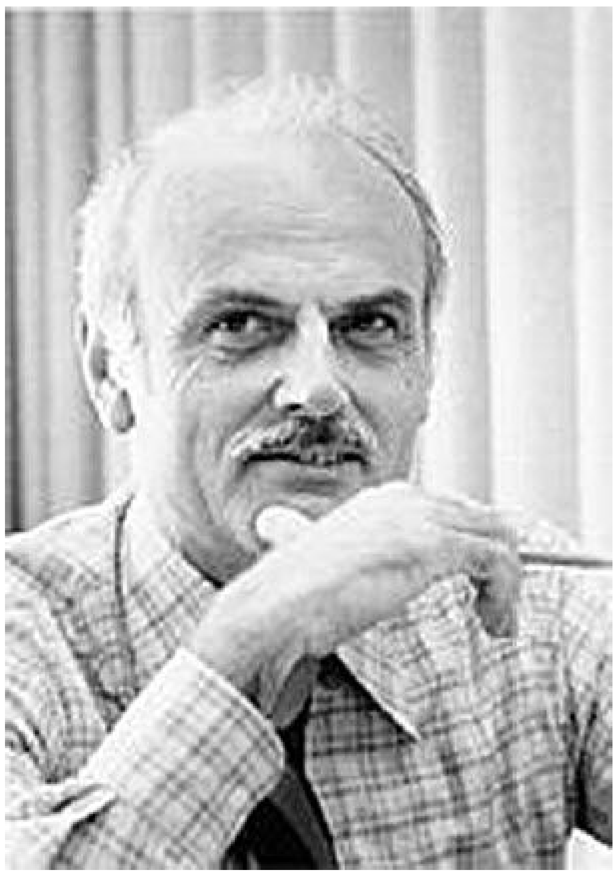
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数据挖掘
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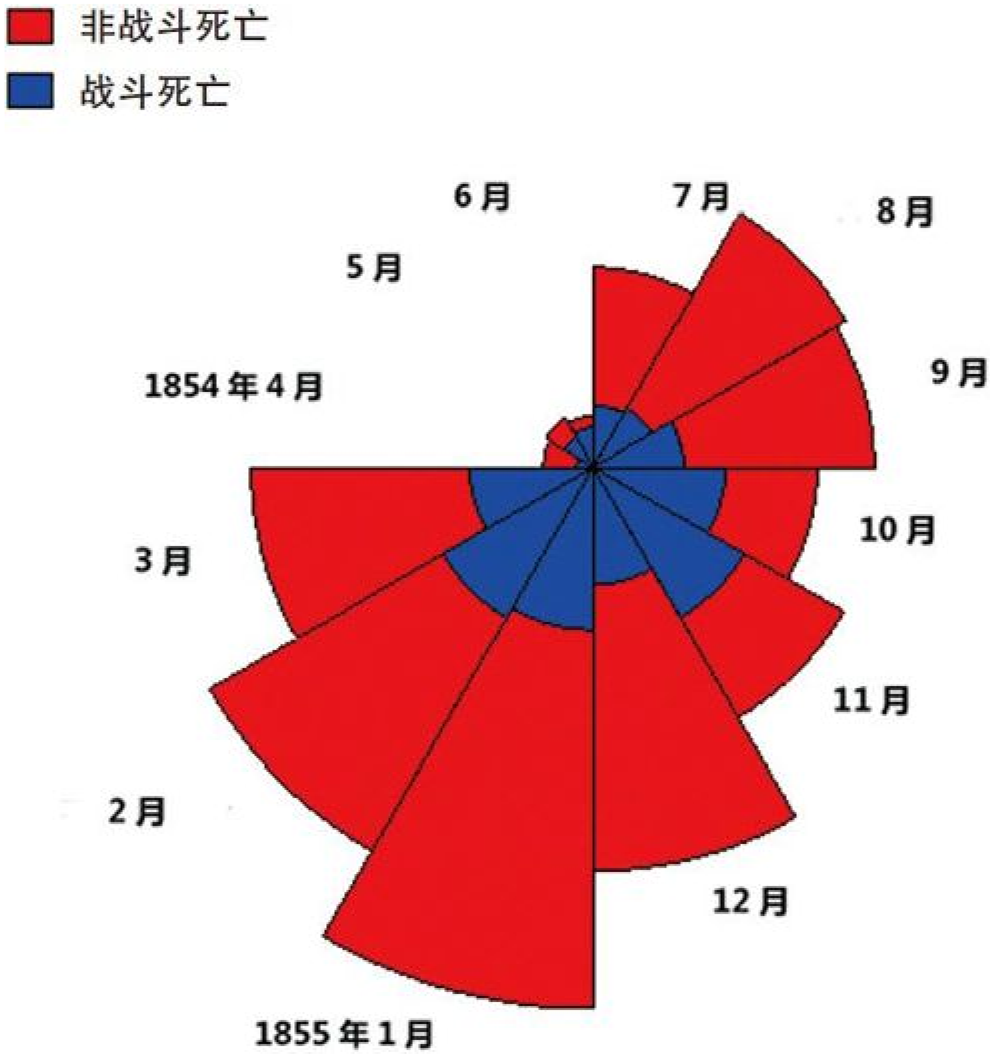
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1854□4□□1855□3□□□□□□□□□□□□



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20 70 · F. J. Anscombe 1973

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“ ” 4 X Y

4 5 11

X1=X2=X3

X4 8

Y1≠Y2≠Y3≠Y4

X1□X2□X3□X4□□□□□□□9□□□□□□10

Y1□Y2□Y3□Y4□□□□□□□7.50□□□□□□3.75

4□□□□□□□□□□□y=3+0.5x

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	1	2	3	4	5	6	7	8	9	10	11
X1	10.0	8.0	13.0	9.0	11.0	14.0	6.0	4.0	12.0	7.0	5.0
Y1	8.04	6.95	7.58	8.81	8.33	9.96	7.24	4.26	10.84	4.82	5.68

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	1	2	3	4	5	6	7	8	9	10	11
X2	10.0	8.0	13.0	9.0	11.0	14.0	6.0	4.0	12.0	7.0	5.0
Y2	9.14	8.14	8.74	8.77	9.26	8.10	6.13	3.10	9.13	7.26	4.74

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	1	2	3	4	5	6	7	8	9	10	11
X3	10.0	8.0	13.0	9.0	11.0	14.0	6.0	4.0	12.0	7.0	5.0
Y3	7.46	6.77	12.74	7.11	7.81	8.84	6.08	5.39	8.15	6.42	5.73

□□□□□

	1	2	3	4	5	6	7	8	9	10	11
X4	8.0	8.0	8.0	8.0	8.0	8.0	8.0	19.0	8.0	8.0	8.0
Y4	6.58	5.76	7.71	8.84	8.47	7.04	5.25	12.50	5.56	7.91	6.89

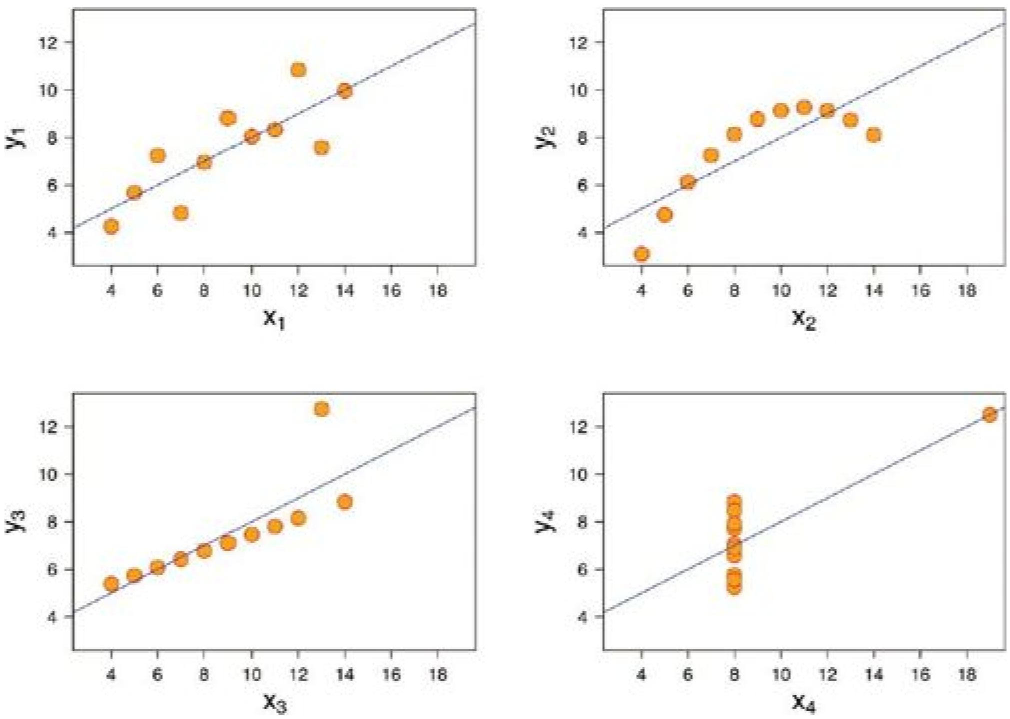
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4□□□□□X□Y□□□□□□□□□□□□□□□□□□□□□□□□□□

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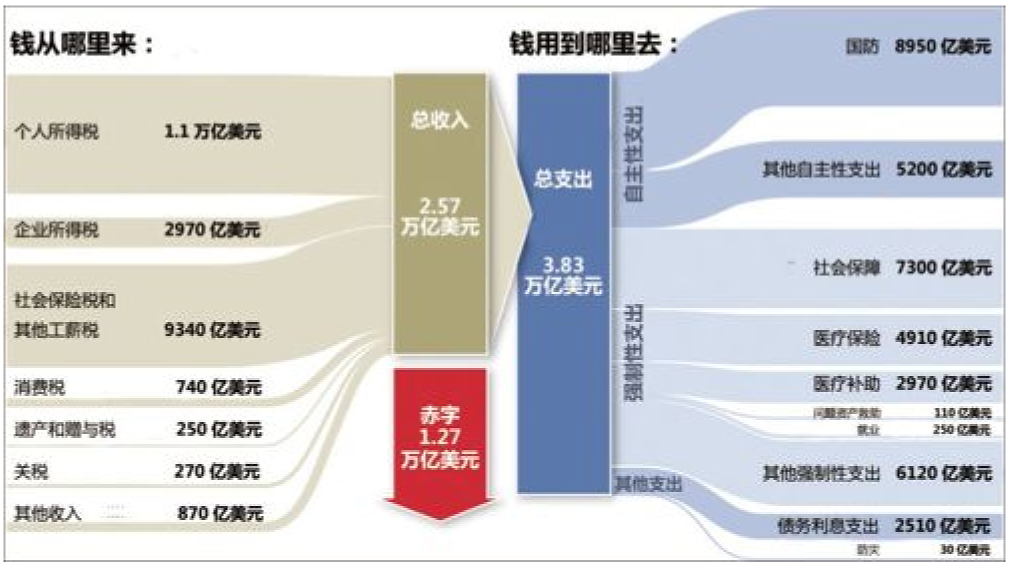
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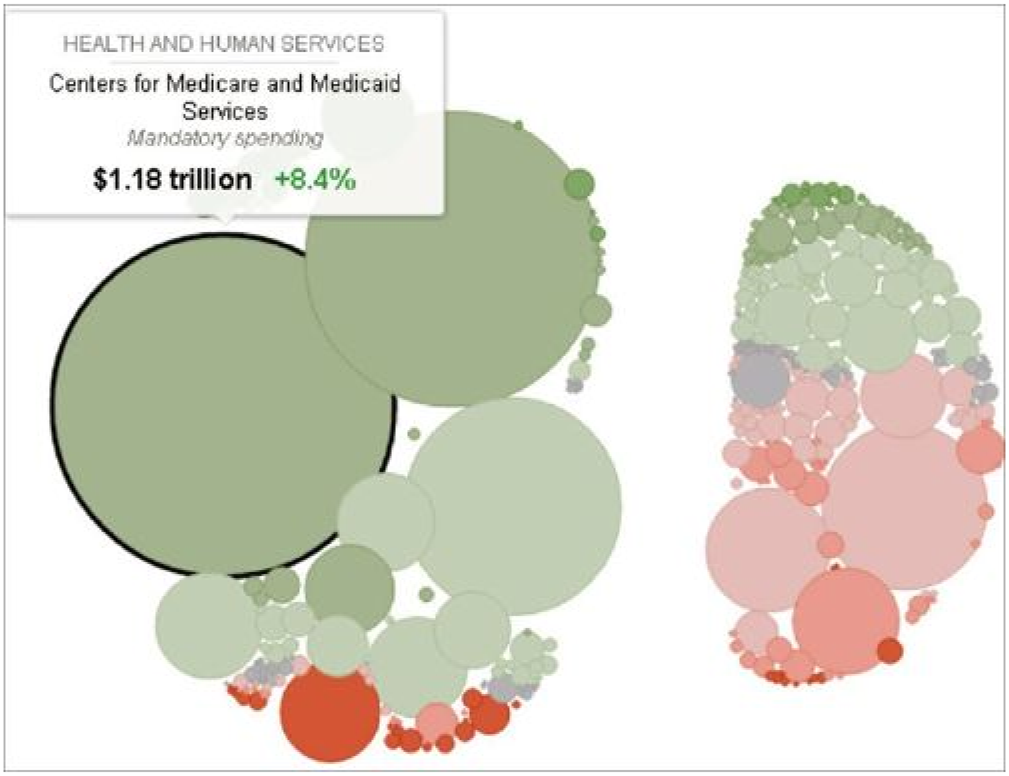
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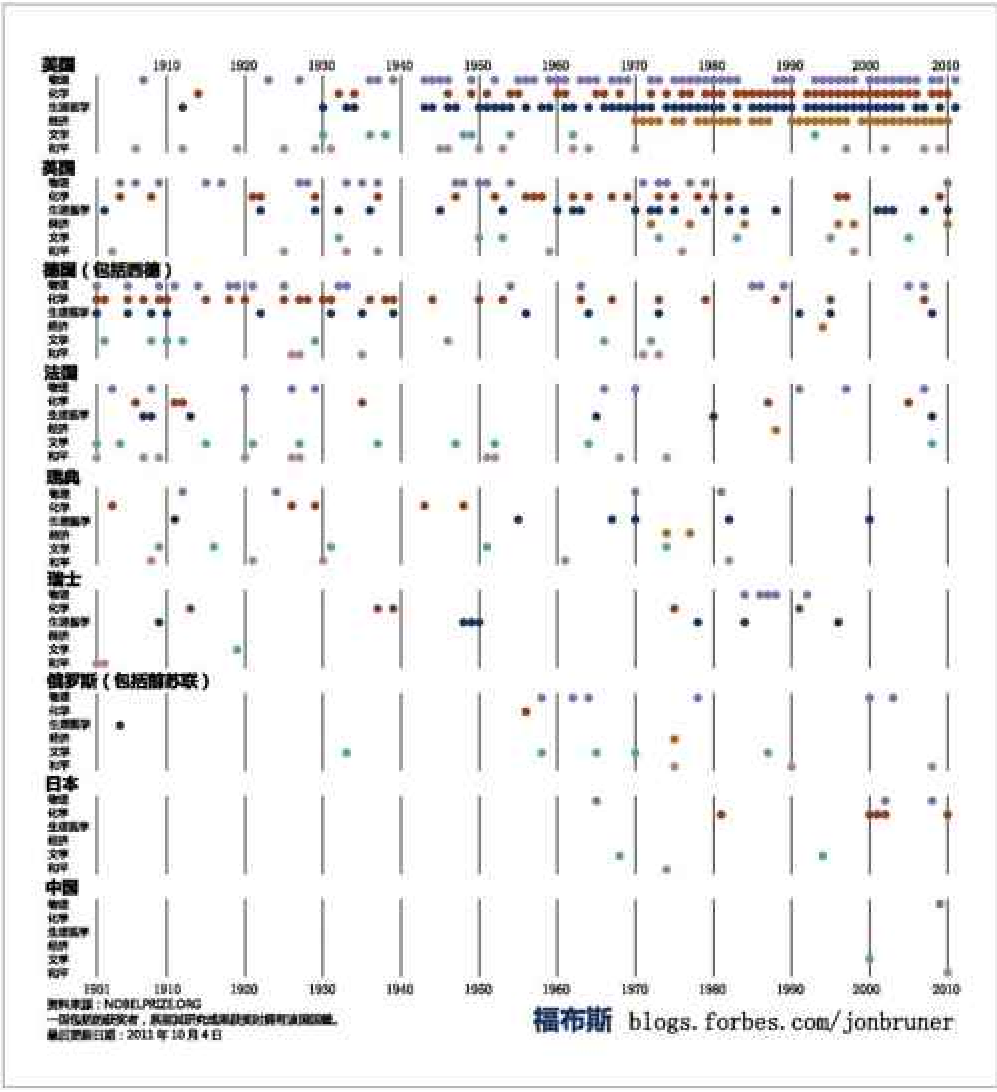
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2013[illegible]



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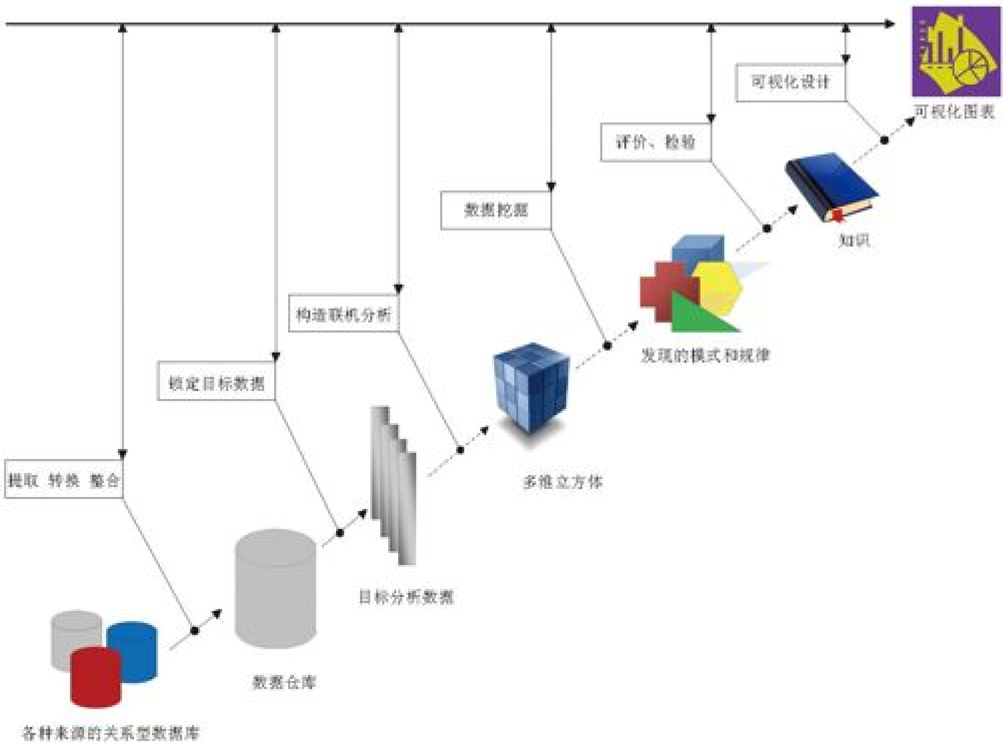
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[01](#) A Different Game: Information is Transforming Traditional Businesses, *Economist*, Feb 25th, 2010.

[02](#) □□□□□□□“What information consumes is rather obvious: it consumes the attention of its recipients. Hence a wealth of information creates a poverty of attention…The scarce resource is not information; it is processing capacity to attend to information. Attention is the chief bottleneck in organizational activity.”—Designing Organizations for an Information-Rich World, Simon, 1971

[03](#) □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□1946□2□□□□□□□□□□□ENIAC□□□□□□

[04](#) □□□□□□□□□□□□□□□“□□□□”□□□□□□□□□□□□□□□□□

[05](#) □□□□□□“Our systems are great at producing data but not at producing information. In our daily life, we deal with huge amount of data and information. Data and information is not knowledge until we know how to dig the value out of it.”—*Forbes*, 24 August 1998

[06](#) □□□□□□“As more and more organizations recognize the need and significant benefit of OLAP, the number of user analysts will increase. Historically, a small number of experts in operations research have been responsible for performing this type of sophisticated analysis for business enterprises.”—Providing OLAP to User-Analysts: An IT Mandate E.F. Codd, 1993

07 □□□□□□“Every day I wake up and ask,‘How can flow the data better, manage data better, analyze data better?’”—Rollin Ford, Chief Information Officer of Wal-Mart

08 □□□□□□“Graphic is the visual means of resolving logical problems.”—Graphics and graphic information processing, P.16, Jacques Bertins, 1977

09 □□□□□□□“A computer should make both calculations and graphs. Both sorts of output should be studied; each will contribute to understanding.”—Graphs in Statistical Analysis, F.J. Anscombe, 1973

10 □□□□□□□“There is no such thing as information overload, just bad design. If something is cluttered and/or confusing, fix your design.”—Edward Tufte

11 Taking apart the federal budget □ Data Source: White House Office of Management and Budget; GRAPHIC: Wilson Andrews, Jacqueline Kazil, Laura Stanton, Karen Yourish. *The Washington Post*, Feb1, 2010. □□□□□□□□□□□

12 Four Ways to Slice Obama's 2013 Budget Proposal, February 12, 2012, *New York Time*

13 American Leadership in Science, Measured in Nobel Prizes□Infographic□, Jon Bruner, *Forbes*, Oct 5th, 2011. □□□□□□□□□□□

[illegible]……[illegible][01]

——[illegible]2011[illegible]

01 [illegible]2011[illegible]10[illegible]17[illegible]

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1980[illegible]

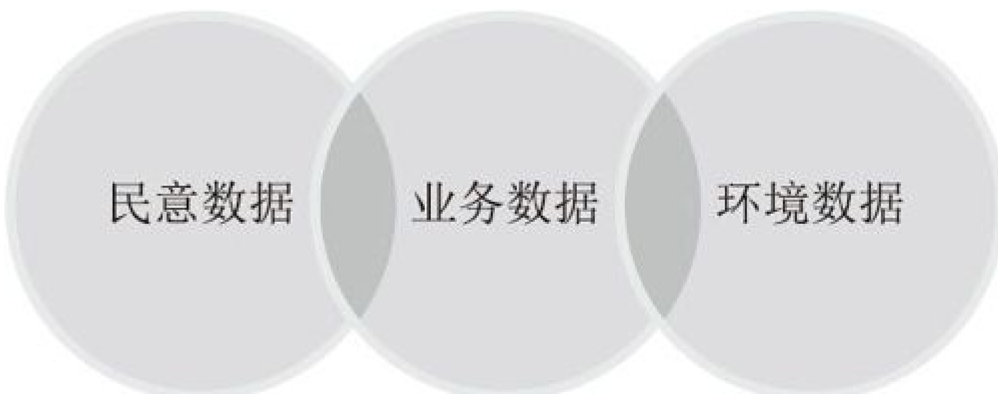
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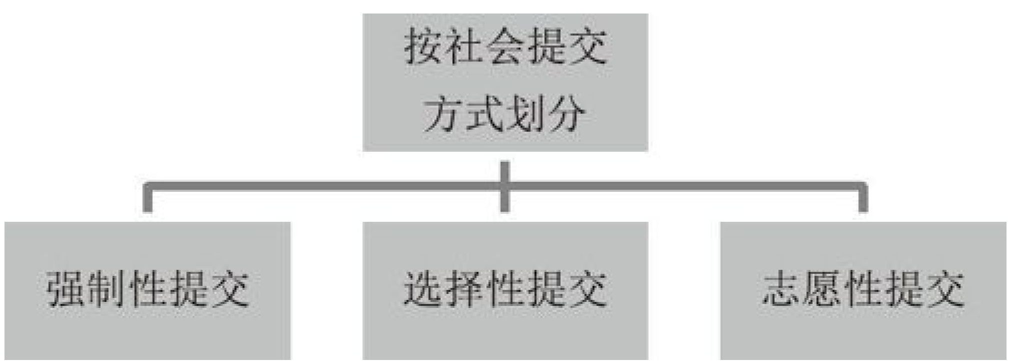
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民意数据
业务数据
环境数据


按社会提交方式划分
强制性提交
选择性提交
志愿性提交

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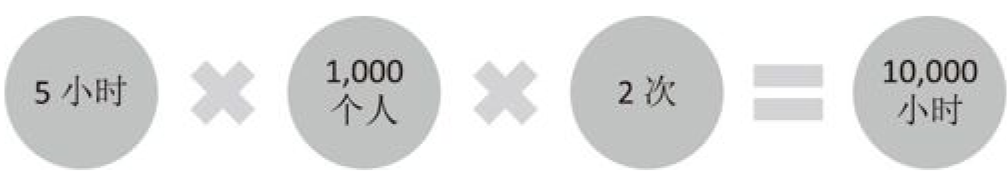
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1999—2009[illegible]

1999—2009 年联邦政府信息收集负担预算一览表			
单位：百万小时			
财政年度	联邦政府财政部	其他部门机构	总计
1999	5,909.74	1,274.75	7,183.82
2000	6,156.80	1,204.92	7,361.72
2001	6,415.85	1,215.89	7,631.74
2002	6,750.43	1,472.74	8,223.17
2003	6,589.76	1,509.03	8,098.79
2004	6,406.18	1,565.00	7,971.18
2005	6,434.99	1,805.52	8,240.51
2006	6,965.63	1,957.87	8,923.50
2007	7,630.70	2,011.70	9,642.40
2008	7,785.02	1,928.80	9,713.82
2009	7,747.88	2,176.29	9,924.18

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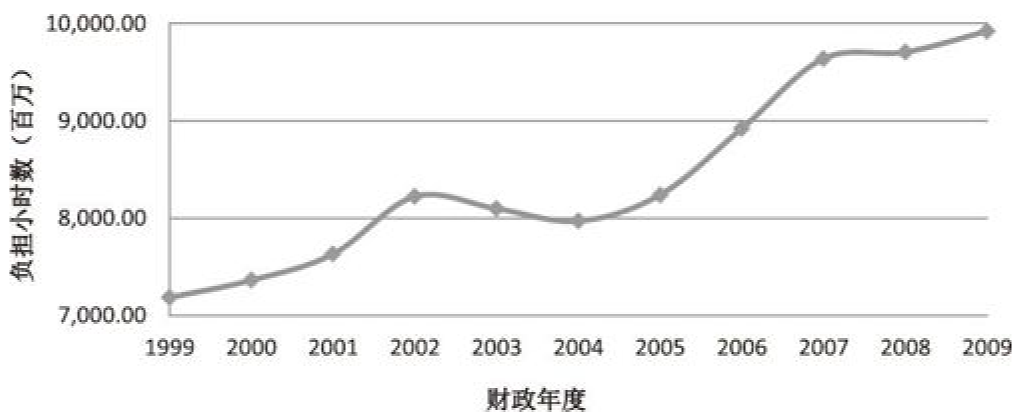
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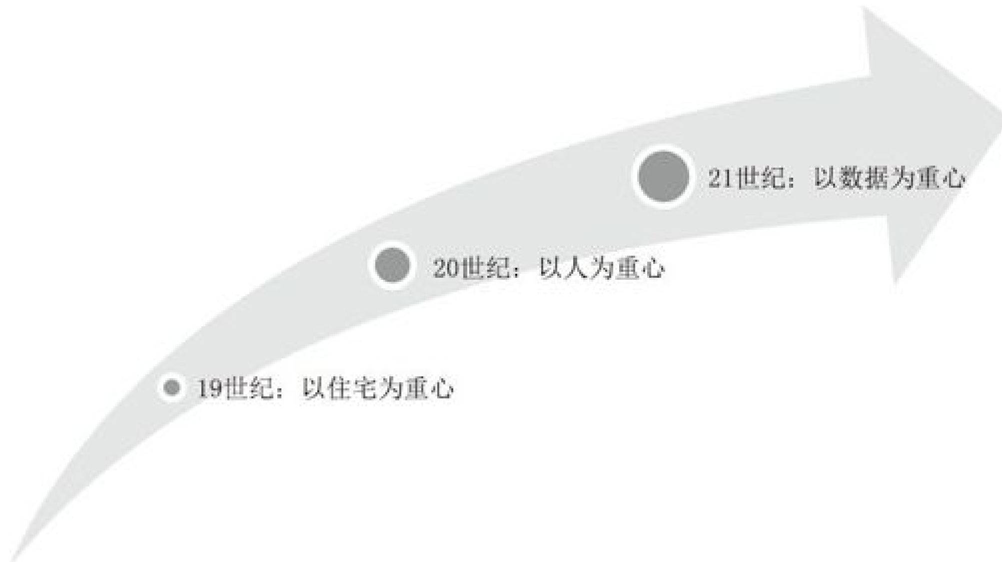
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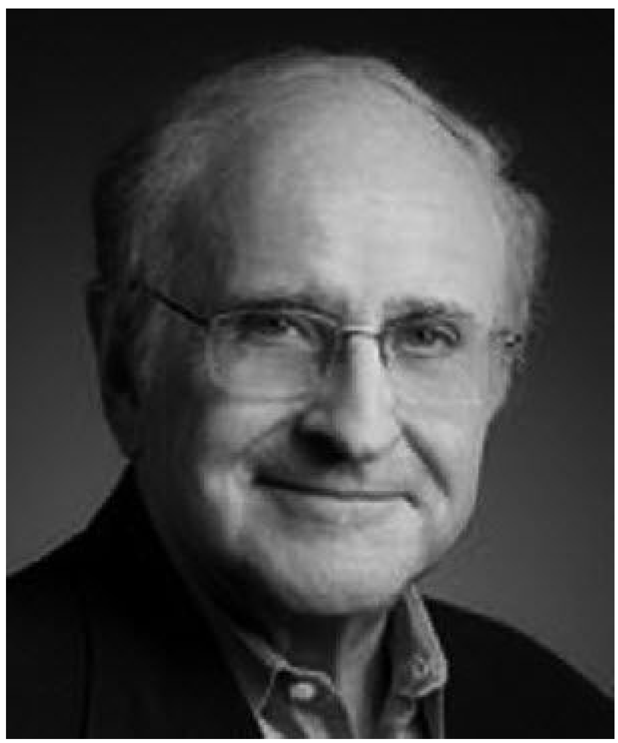
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01 [illegible]“A popular government without popular information or the means of acquiring it is but a prologue to a farce or a tragedy, or perhaps both. Knowledge will forever govern ignorance: And a people who mean to be their

own Governors, must arm themselves with the power which knowledge gives.”—Letter from James Madison to W.T. Barry[illegible]August 4, 1822[illegible]

02 Information Collection Budget 2010, Office of Information and Regulatory Affairs, P.5.

03 [illegible]Internal Revenue Service[illegible]

04 [illegible]“Privacy is a value that runs through the veins of the American people.”—Anna G. Eshoo, The Honorable Anna G. Eshoo, personal interview, 10 April 2002

05 [illegible]“The poorest man may in his cottage bid defiance to all the forces of the Crown. It may be frail, its roof may shake; the wind may blow through it; the storm may enter, the rain may enter—but the King of England cannot enter; all his force dares not cross the threshold of the ruined tenement.”—William Pitt

06 Olmstead v. United States, 277 U.S. 438[illegible]1928[illegible]

07 Katz v. United States, 389 U.S. 347[illegible]1967[illegible]

08 [illegible]http://www.whitehouse.gov/omb/circulars_a130#7[illegible]2011-10-30[illegible]

09 United States v. Miller, 425 U. S. 435[illegible]1976[illegible]

10 [illegible]“Agencies set user charges for information dissemination products at a level sufficient to recover the cost of dissemination but no higher. They must exclude from calculation of the charges costs associated with original collection and processing of the information.”—Circular No. A-130

11 [illegible]“Copyright protection under this title is not available for any work of the United States Government, but the United States Government is not precluded from receiving and holding copyrights transferred to it by assignment, bequest, or otherwise.”—Copyright Act of 1976

12 [illegible]1968[illegible]Standard Reference Data Act[illegible]“[illegible]”[illegible]

13 *The Economics of Public Sector Information*. University of Cambridge, Rufus Pollock, November 2008, Available at http://www.rufuspollock.org/economics/papers/economics_of_psi.pdf.

14 *Assessing the Economic & Social Benefits of NOAA Data*, NAS/OECD Conference, Paris. Rodney Weiher. February 2008, at 17-18. Available at http://www.oecd.org/dataoecd/12/31/40066192.pdf.

15 [illegible]Weather Exchange Ltd.

16 PricewaterhouseCoopers[illegible]2001[illegible]The weather risk management industry: survey findings for November 1997 to March 2001. Prepared for the Weather Risk Management Association, June 2001.

17 [illegible]“Data has quality if it satisfies the requirements of its intended use. It lacks quality to the extent that it does not satisfy the requirement. In other words, data quality depends as much on the intended use as it does on the data itself.”—*Data quality: the accuracy dimension*, Jack E. Olson, 2003

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——[illegible]1805-1859[illegible]1835[illegible]

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[illegible]1995[illegible]1980[illegible]OMB[illegible]

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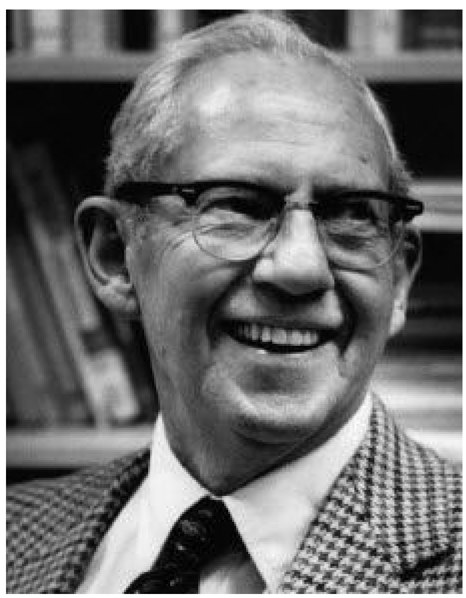
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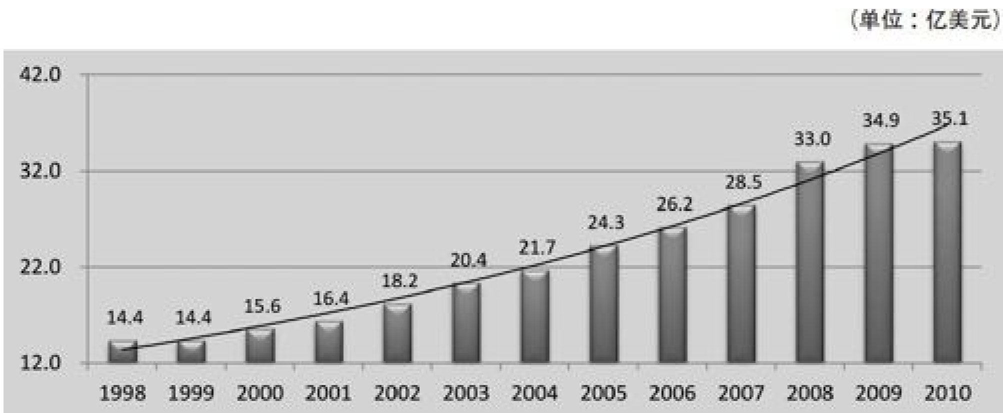
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[illegible]3[illegible]

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[illegible]1980[illegible]

[illegible]1992[illegible]“[illegible]”[illegible]

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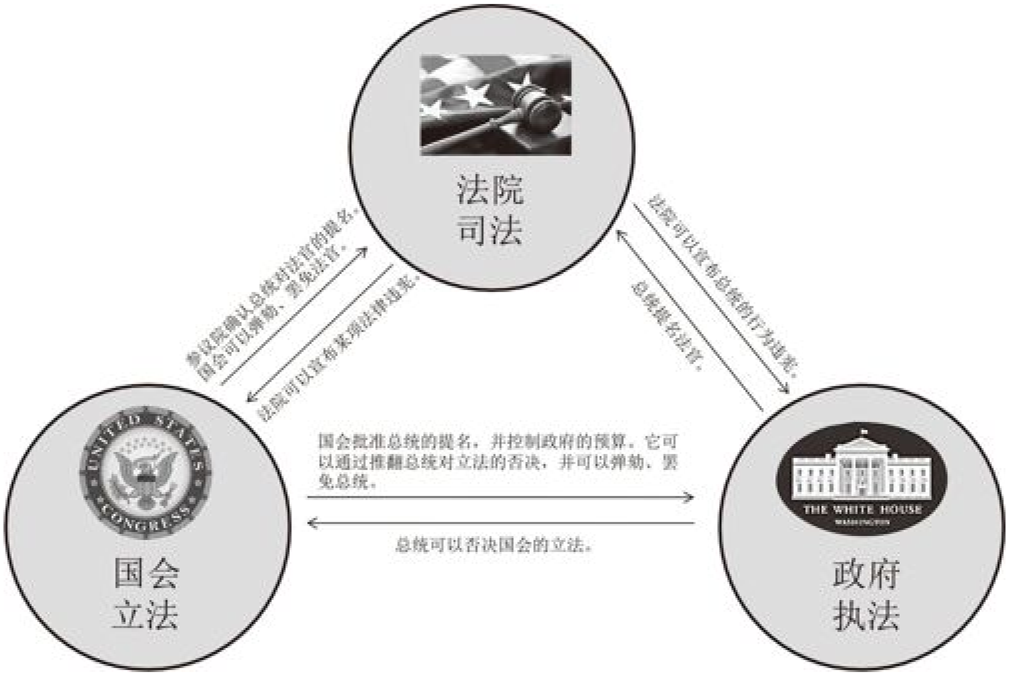
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法院
司法
参议院确认总统对法官的提名。国会可以弹劾、罢免法官。
法院可以宣布某项法律违宪。
法院可以宣布总统的行为违宪。
总统提名法官。
国会批准总统的提名，并控制政府的预算。它可以通过推翻总统对立法的否决，并可以弹劾、罢免总统。
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[illegible]Data Quality Act[illegible]2000[illegible]2000[illegible]12[illegible]Jo Ann Emerson[illegible]Richard Shelby[illegible]712[illegible]Consolidated Appropriations Act, 2001[illegible]515[illegible]

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2002[illegible]4[illegible]Tyrone Hayes[illegible]*Nature*[illegible]*National Academy of Science*[illegible]“[illegible]”[illegible]

4[illegible]22[illegible]EPA[illegible]Environmental Risk Assessment[illegible]

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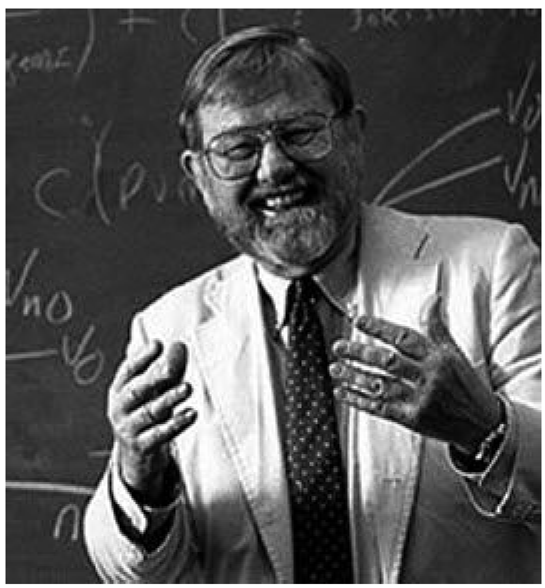
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2001[illegible]1[illegible]*New England Journal of Medicine*[illegible]1500[illegible]

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OMB[illegible]OMB[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

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[illegible]2005[illegible]11[illegible]2006[illegible]3[illegible]“[illegible]”[illegible]

[illegible]Candice S. Miller[illegible][25]

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[illegible]“[illegible]”[illegible][26]

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01 [illegible]640[illegible]1988[illegible]

02 [illegible]“The chief business of the American people is business.”—Calvin Coolidge

03 [illegible]Presidential Executive Order 12291.

04 [illegible]“Lobbying has its rightful place in our system. I believe every Member here and every Member who voted for this bill understands that and understands what a valuable role lobbying can play in the American system. At one time or another, just about every American citizen has wanted to be a lobbyist before the Congress on one issue or another.”—President William J. Clinton, Remarks on Signing the Lobbying Disclosure Act of 1995 and an Exchange With Reporters, Dec 19, 1995

05 [illegible]K[illegible]The Journey from Congress to K Street[illegible]

06 “All persons whose interests may in any way be affected by any public or private act of the legislature have an undoubted right to urge their claims and arguments, either in person or by counsel professing to act for them, before legislative committees as well as in courts of justice.”—U.S. Supreme Court[illegible]Marshall v. Baltimore & Ohio Railroad Company

07 Honest Leadership and Open Government Act of 2007

08 Center for Responsive Politics[illegible]

09 [illegible]USA TODAY[illegible]Lobbying industry booms in recession[illegible]USA TODAY[illegible]2/5/2010[illegible]

10 [illegible]“Democracy is never a thing done. Democracy is always something that a nation must be doing.”—Archibald MacLeish

11 “[illegible]”[illegible]Rider[illegible]

12 “[illegible]”[illegible]2011[illegible]

13 Clinton v. City of New York, 524 U.S. 417[illegible]1998[illegible]

14 [illegible]“Many forms of Government have been tried, and will be tried in this world of sin and woe. No one pretends that democracy is perfect or all-wise. Indeed, it has been said that democracy is the worst form of government except forms that have been tried from time to time.”—Winston Churchill, 1947

15 [illegible]“The Director of the Office of Management and Budget shall, by not later than September 30, 2001, and with public and

Federal agency involvement, issue guidelines under sections 3504□d□□1□and 3516 of title 44, United States Code, that provide policy and procedural guidance to Federal agencies for ensuring and maximizing the quality, objectivity, utility, and integrity of information (including statistical information) disseminated by Federal agencies in fulfillment of the purposes and provisions of chapter 35 of title 44, United States Code, commonly referred to as the Paperwork Reduction Act."

16 □□□□□□"As a rule, regulation is acquired by the industry and is designed and operated primarily for its benefits□"—The Theory of Economic Regulation, George Stigler, 2 Bell Journal of Economics and Management Science 1, □1971□3-21 at 3

17 REQUEST FOR CORRECTION OF INFORMATION CONTAINED IN THE ATRAZINE ENVIRONMENTAL RISK ASSESSMENT, http://www.thecre.com/pdf/petition-atrazine2B.pdf, Retrieved on 6/28/2011.

18 Data Quality Law is Nemesis of Regulation, Rick Weiss, *Washington Post*, August 16, 2004.

19 32□□□□□□□□□□□□□□□□□□EPA□□□□□□□□□□□□FWS□□□□□□□□□□□NIH□□□□□□□□□□□□□□□CPSC□□

20 □□□□□□"In politics, an organized minority is a political majority."—Jesse Jackson

21 □□□□□□*The Logic of Collective Action□Public Goods and Group Theory*□

22 □□□□□□"Rather than being a luxury that only rich countries can afford, individual rights are essential to obtaining the bounteous harvests that property-intensive and contract-intensive production can yield."—*Power and Prosperity*, Mancur Olson

23 □□□□□□□□□□635—639□□□□□□□□1988□□□□□□

24 □□□□□□"Harmony in national life is a resultant of the struggle between contending forces. In frank expression of conflicting opinion lies the greatest promise of wisdom in governmental action; and in suppression lies ordinarily the greatest peril."—Louis Brandeis, Dissent, Gilbert v. Minnesota, 254 U.S. 325, 338□1920□.

25 Unchecked Data: A Tool for Political Corruption? Catherine Campbell Meshkin, Engage Volume 11, Issue 3, December 2010.

26 □□□□□□Americans for safe access v. shalala□□□□□□2010□11□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□

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[illegible]——[illegible][02]

——[illegible]·[illegible]1948[illegible]

[illegible]·[illegible]George Orwell[illegible]1948[illegible]

[illegible]60[illegible]“[illegible]”[illegible]

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1965[illegible]——[illegible]

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[illegible]IAS[illegible]Carl Kaysen[illegible]

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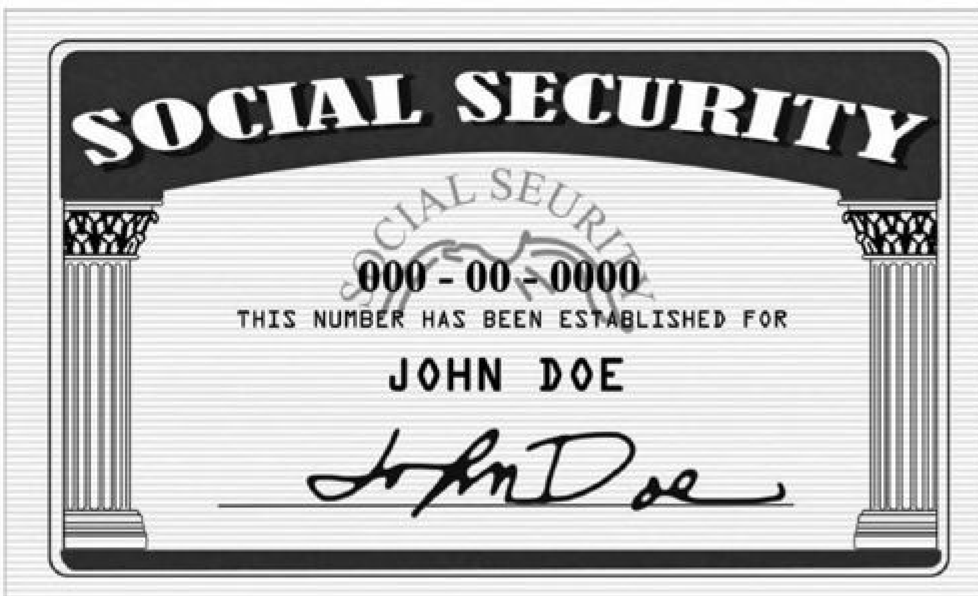
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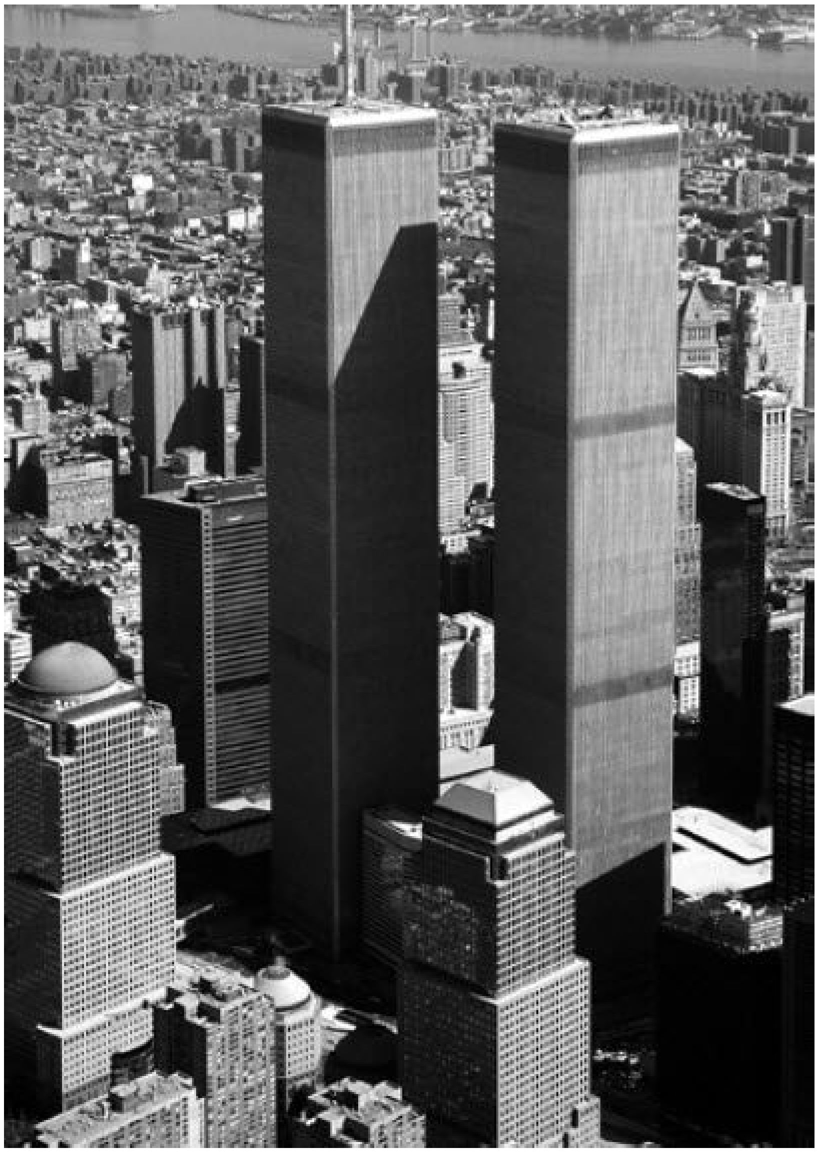
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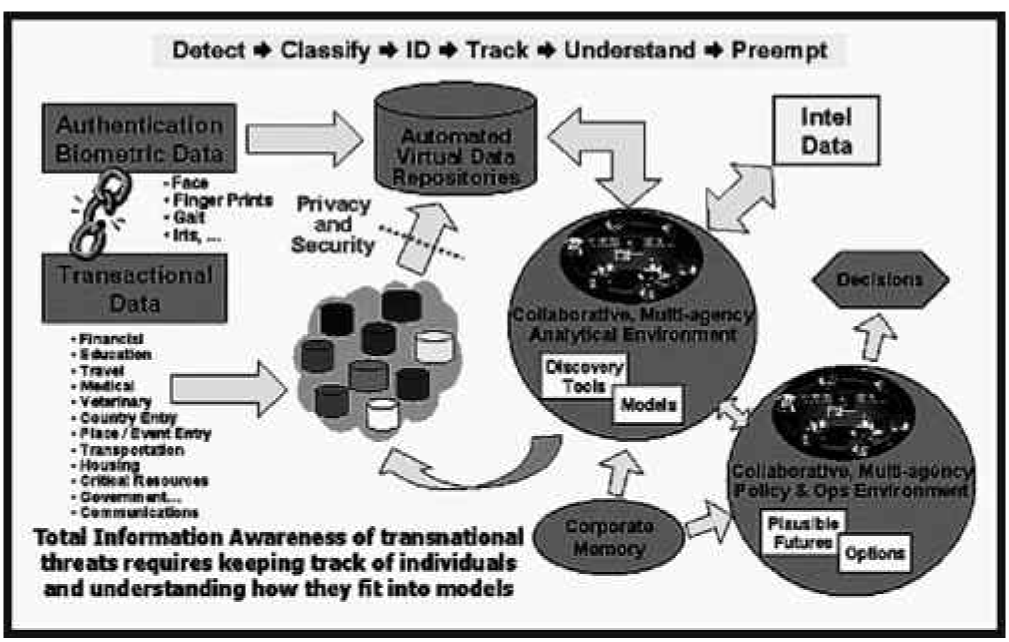
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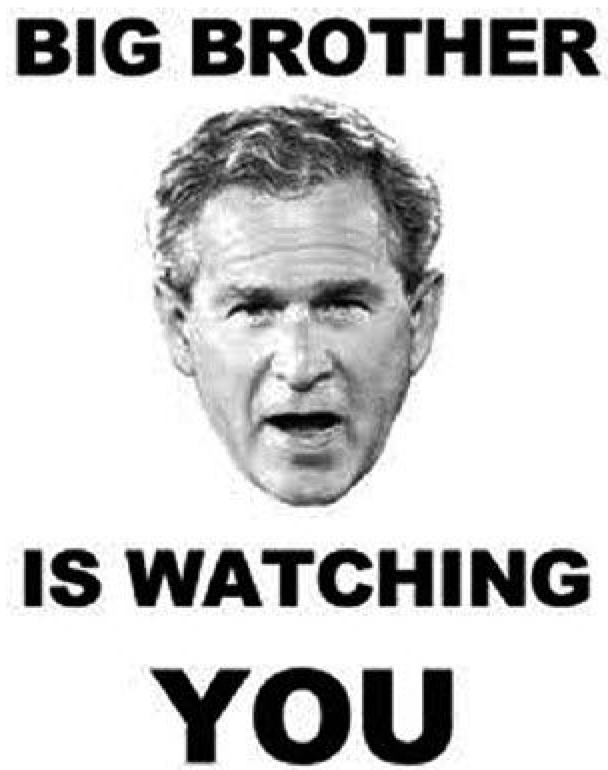
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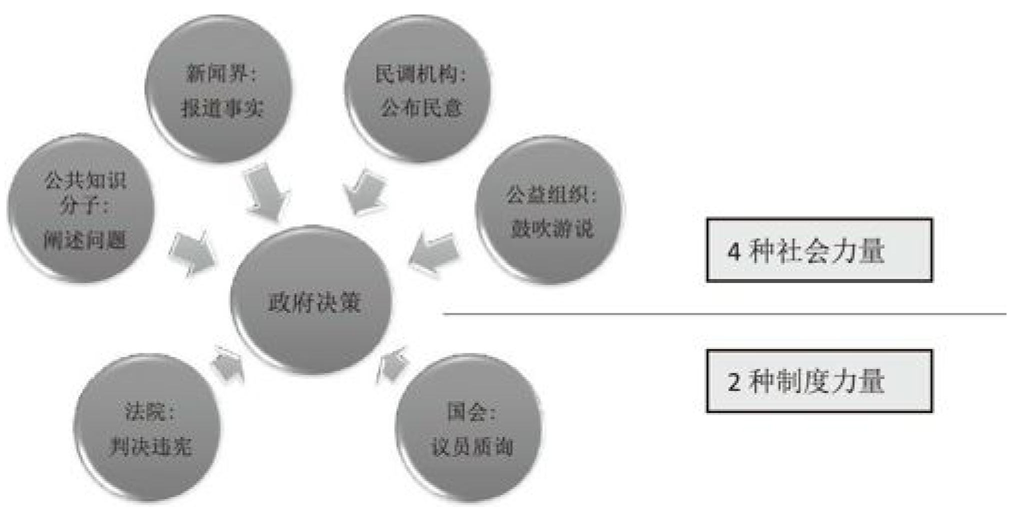
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01 [illegible]“[illegible]Civilization is the progress toward a society of privacy. The savage's whole existence is public, ruled the laws of his tribe. Civilization is the process of setting man free from men.”—Ayn Rand, *The Fountainhead*, 1943

02 [illegible]

03 [illegible]“The real danger is the gradual erosion of individual liberties through automation, integration, and interconnection of many small, separate record-keeping systems, each of which alone may seem innocuous, even benevolent, and wholly justifiable.”—U. S. Privacy Study Commission, 1977

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10 □□□□□“Time is passing. Yet, for the United States of America, there will be no forgetting September the 11th. We will remember every rescuer who died in honor. We will remember every family that lives in grief. We will remember the fire and ash, the last phone calls, the funerals of the children.”—President George W. Bush, November 11, 2001

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13 □□□□□□□□□□□□□□□□□□□□“□□□□□□□□□□□□□□□□□□□□□”□Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act□□□□□□□□□□□□□“□□□”□PATRIOT□□□□□□“□□□□□”□

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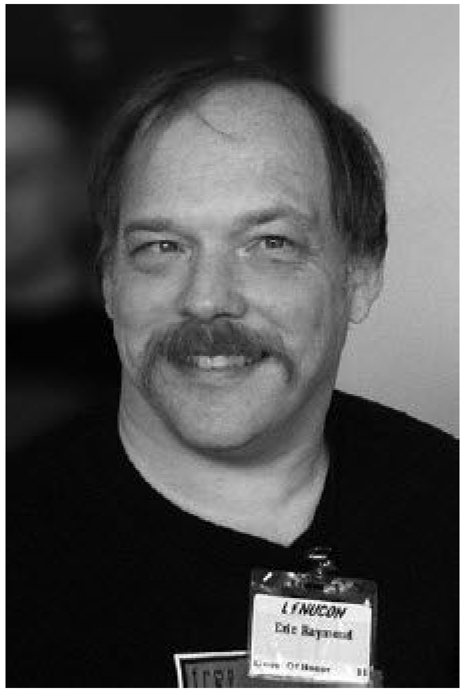
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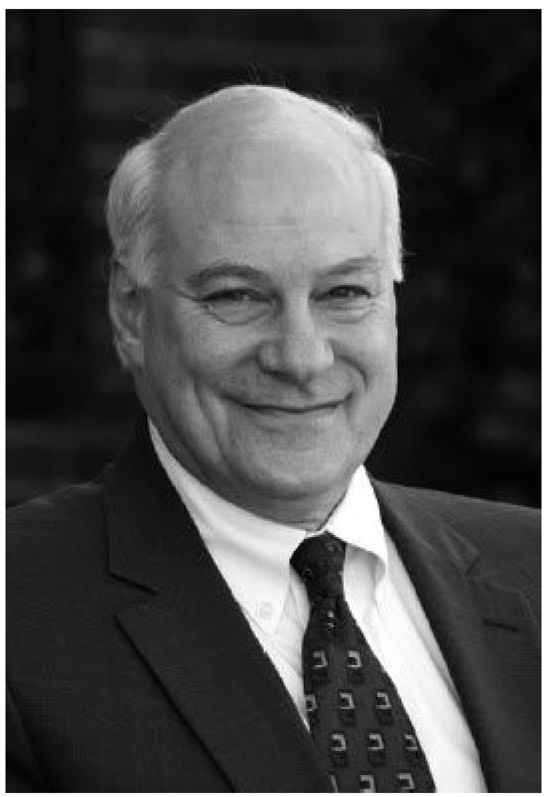
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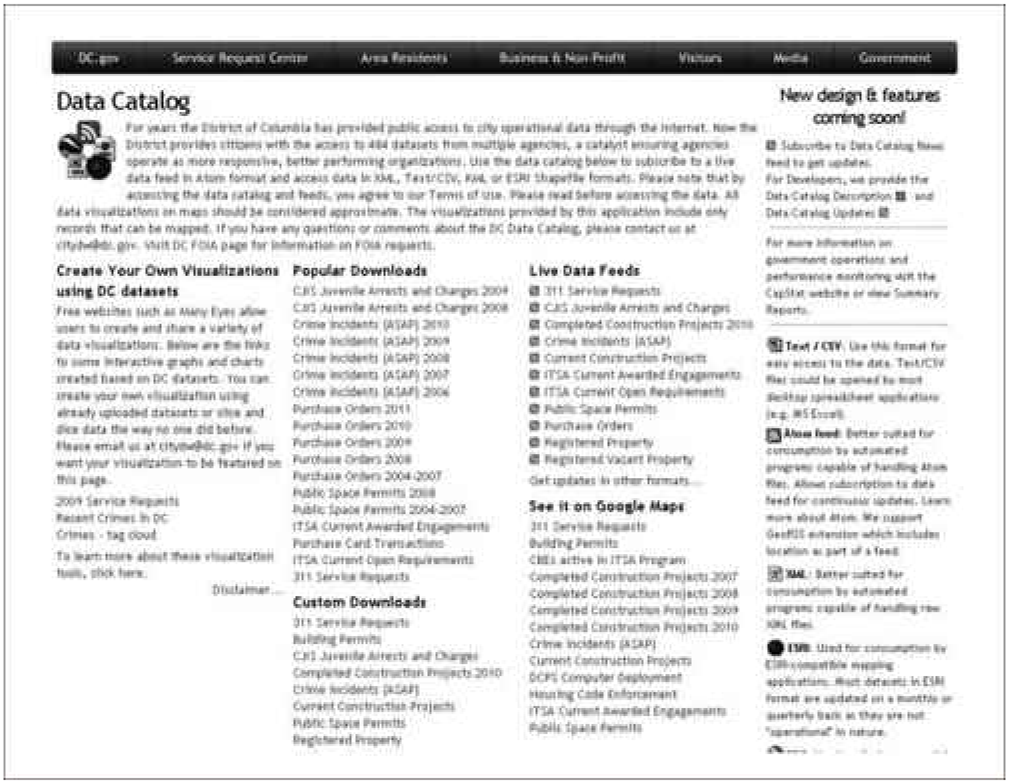
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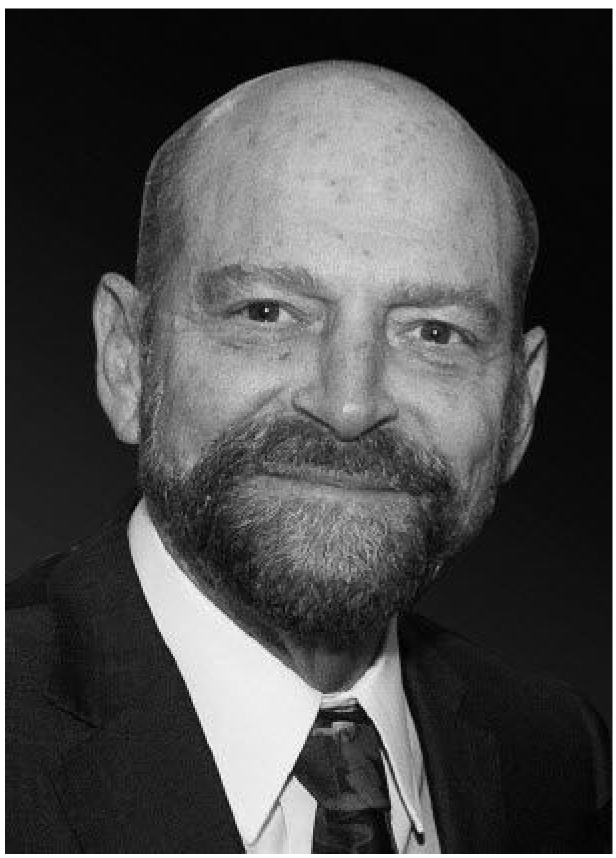
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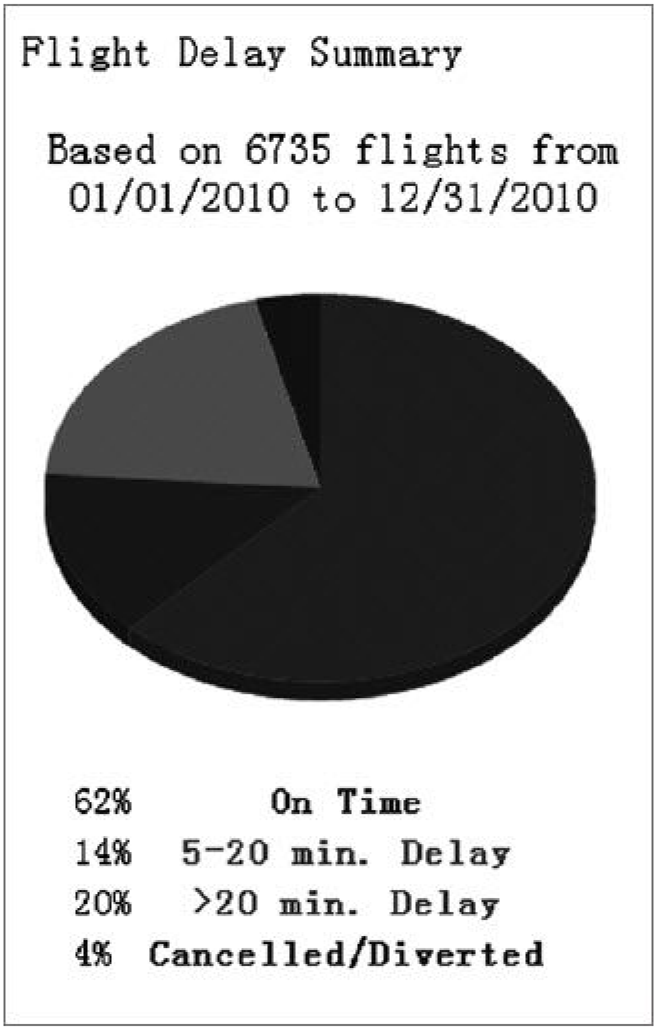
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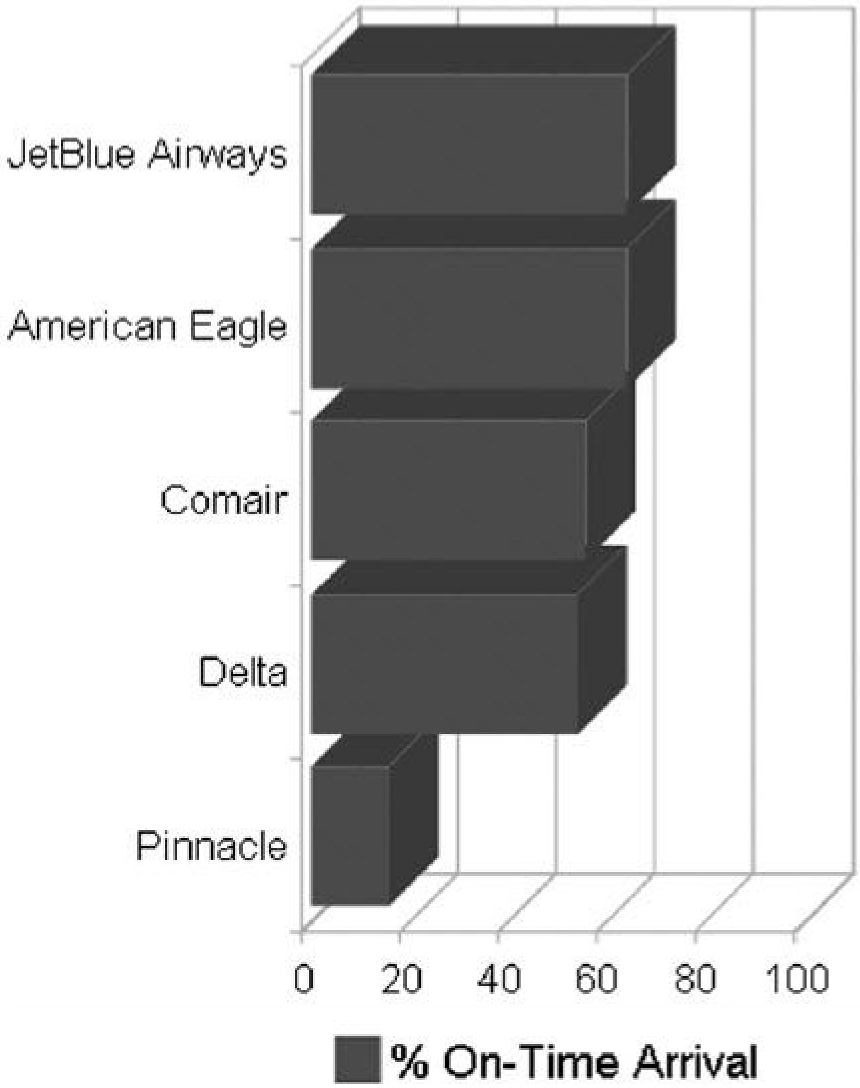
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Flight Delay Summary
Based on 6735 flights from
01/01/2010 to 12/31/2010
62% On Time
14% 5-20 min. Delay
20% >20 min. Delay
4% Cancelled/Diverted

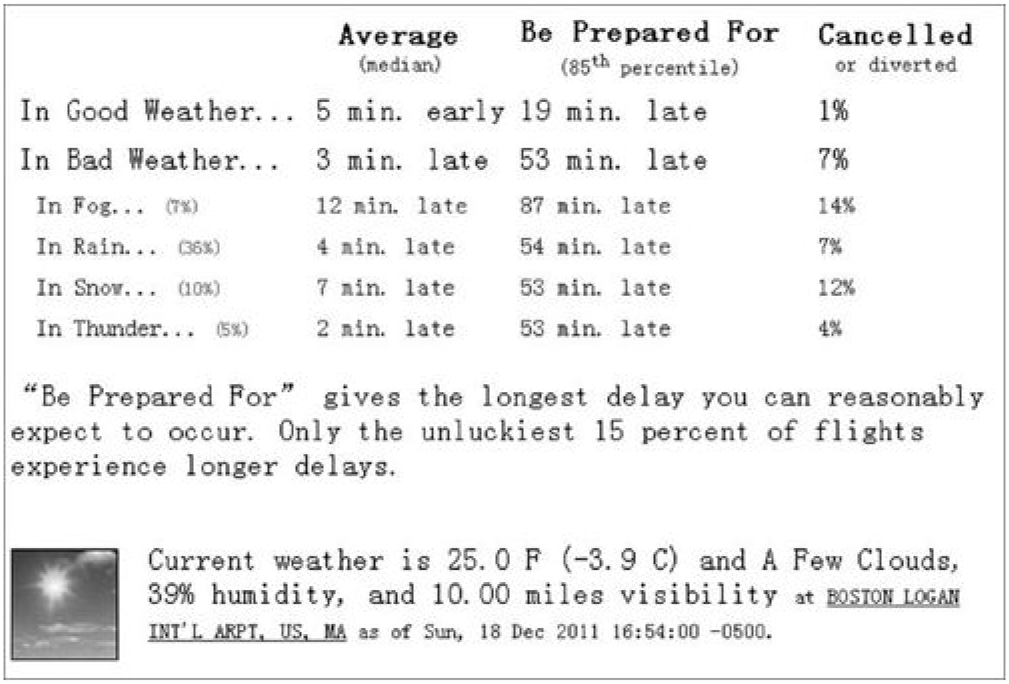
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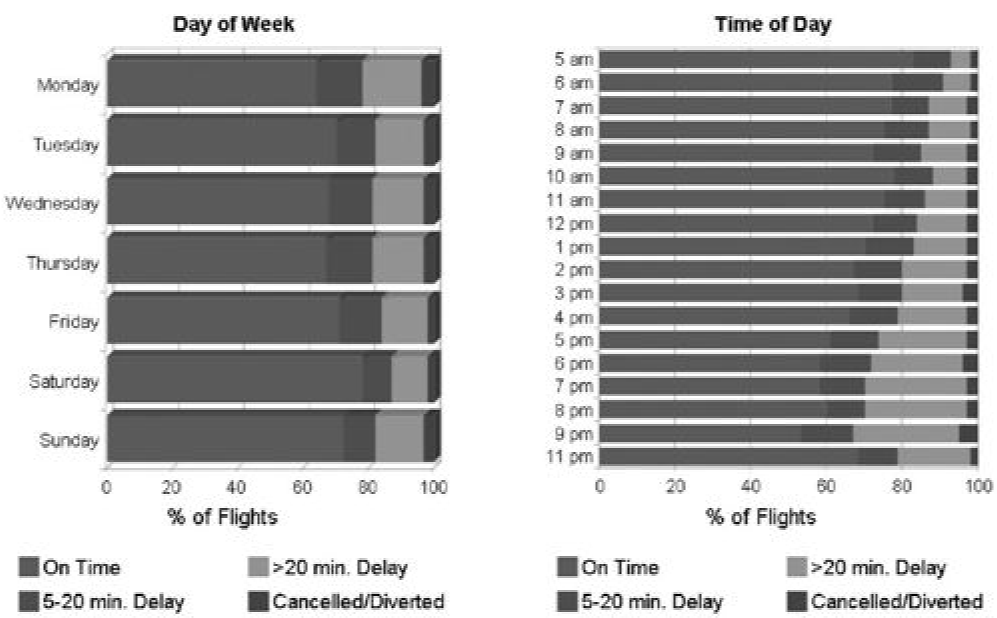
	Average (median)	Be Prepared For (85th percentile)	Cancelled or diverted
In Good Weather...	5 min. early	19 min. late	1%
In Bad Weather...	3 min. late	53 min. late	7%
In Fog... (7%)	12 min. late	87 min. late	14%
In Rain... (36%)	4 min. late	54 min. late	7%
In Snow... (10%)	7 min. late	53 min. late	12%
In Thunder... (5%)	2 min. late	53 min. late	4%

"Be Prepared For" gives the longest delay you can reasonably expect to occur. Only the unluckiest 15 percent of flights experience longer delays.

Current weather is 25.0 F (-3.9 C) and A Few Clouds, 39% humidity, and 10.00 miles visibility at BOSTON LOGAN INT'L ARPT, US, MA as of Sun, 18 Dec 2011 16:54:00 -0500.

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假期	平均延误时间	最糟情况	航班取消
Most Days	2 min. early	31 min. late	4%
Day Before Memorial Day (239 flights)	17 min. early	3 min. late	0%
Memorial Day (310 flights)	6 min. early	37 min. late	1%
Day After Memorial Day (328 flights)	4 min. late	57 min. late	7%
Labor Day (314 flights)	5 min. early	7 min. late	2%
Wednesday Before Thanksgiving (353 flights)	1 min. early	26 min. late	4%
Thanksgiving Day (214 flights)	9 min. early	6 min. late	0%
Friday After Thanksgiving Day (247 flights)	1 min. late	21 min. late	0%
Saturday After Thanksgiving Day (275 flights)	5 min. early	8 min. late	0%
Sunday After Thanksgiving Day (334 flights)	10 min. early	10 min. late	0%
Day Before Christmas Day (256 flights)	14 min. early	1 min. late	1%
Christmas Day (232 flights)	7 min. early	17 min. late	3%
Day After Christmas Day (283 flights)	34 min. late	80 min. late	41%

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航班号	平均延误时间
Comair 6633 (10 flights)	15 min. early
Comair 6663 (15 flights)	10 min. early
American Eagle 4627 (182 flights)	10 min. early
American Eagle 4377 (183 flights)	9 min. early
Delta 575 (91 flights)	9 min. early
JetBlue Airways 1015 (292 flights)	8 min. early
American Eagle 4614 (182 flights)	**8 min. early**
JetBlue Airways 1005 (328 flights)	7 min. early
JetBlue Airways 1003 (268 flights)	7 min. early
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JetBlue Airways 1013 (157 flights)	3 min. early
American Eagle 4389 (183 flights)	1 min. early
JetBlue Airways 1007 (249 flights)	1 min. early
American Eagle 4643 (87 flights)	1 min. early
Comair 6461 (114 flights)	on time
Comair 6257 (122 flights)	on time
American Eagle 4619 (182 flights)	on time
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Delta 579 (4 flights)	on time
Comair 6467 (103 flights)	1 min. late
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Comair 6521 (110 flights)	5 min. late
American Eagle 4617 (182 flights)	**7 min. late**
JetBlue Airways 1017 (363 flights)	8 min. late
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Comair 6345 (89 flights)	22 min. late
Delta 1807 (40 flights)	26 min. late

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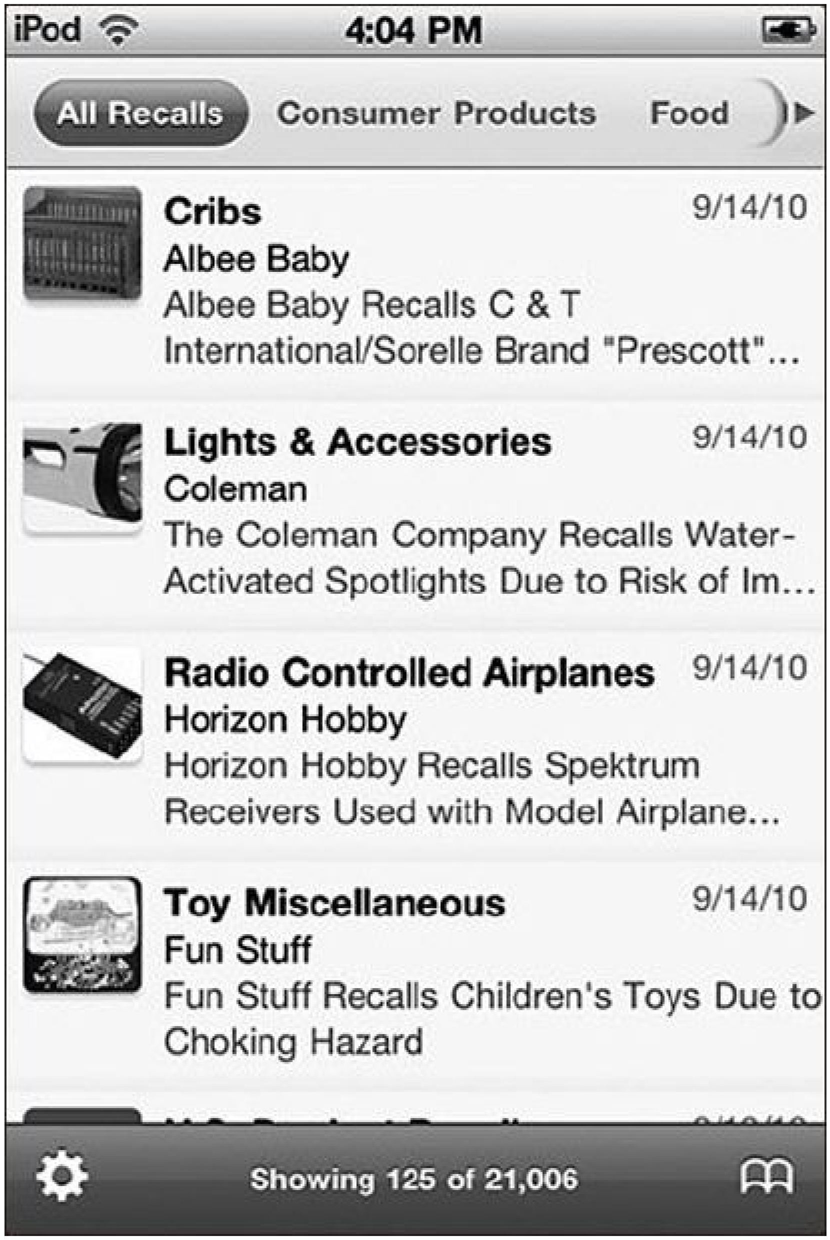
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About
Recalls.gov
Report Incident
Recent Recalls
All Recalls
Jun 29, 2010 - Big Fireworks Super Lightning Rockets
Jun 29, 2010 - Radio Systems Power Adapters for PetSafe Heated Wellness Sleepers pet beds, Radio Systems Power
Jun 28, 2010 - Pure Base Distrbution Issues Allergy Alert on Undeclared Milk and Wheat in "Pure Base Garlic Spread -
Jun 28, 2010 - INZ Distributors
Show More Results
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01 □□□□□□“Every motivation that makes a man do something can be classified under‘survival’,‘social life’and‘entertainment’. As a result, progress is defined as reaching a higher category: not doing a thing merely for survival, but for social reasons, and then, even better, just for fun.”—*The Hacker Ethic and the Spirit of the Information Age*, Prologue, Linus Torvalds, 2001

02 □□□□□□“The open society is one in which men have learned to be to some extent critical of taboos, and to base decisions on the authority of their own intelligence.”—*The Open Society and Its Enemies*□1945□, Vol. 1, Endnotes to the Chapters: Notes to the Introduction

03 □□□□□□“We're entering a new world in which data may be more important than software.”—Tim O'Reilly

04 □□□□□□“Who can afford to do professional work for nothing? What hobbyist can put 3-man years into programming, finding all bugs, documenting his product and distribute for free?”—An Open Letter to Hobbyists, Bill Gate, Feb 3rd, 1976

05 □□□Hacker□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□

06 □□□□□“Given enough eyeballs, all bugs are shallow.”—*The Cathedral and the Bazaar, Eric Raymond*

07 □□□□□*Open Sources: Voices from the Open Source Revolution*□

08 Fallibility, Wise Men and Politics, *New York Times*, May 20, 2008

09 8 Principles of Open Government Data, http://www.opengovdata.org

10 □□□□□□“Information maintained by the Federal Government is a national asset.”—Transparency and Open Government, Memorandum for the Heads of Executive Departments and Agencies, White House, 2009

11 □□□□□“Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.”—Barack Obama, speech, Feb. 5, 2008

12 □□□□□□Federal Funding Accountability and Transparency Act of 2006□

13 OMB Offers an Easy Way to Follow the Money, Elizabeth Williamson, *The Washington Post*. December 13, 2007

14 □□2007□11□□□□□□□□□□□□□□□Candidates@Google: Barack Obama, YouTube□

15 □□□□□□“We are democratizing data, putting the power of information in the hands of the American people.”—Vivek Kundra, January 22, 2010

16 □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□“Washington D.C.”□□□□□□□□□□□□“DCStat”□□□

17 President Obama Names Vivek Kundra Chief Information Officer, the White House, March 5, 2009

18 □□□□□□“A primary goal of Data.gov is to improve access to Federal data and expand creative use of those data beyond the walls of government by encouraging innovative ideas□e.g., web applications□. Data.gov strives to make government more transparent and is committed to creating an unprecedented level of openness in Government. The openness derived from Data.gov will strengthen our Nation's democracy and promote efficiency and effectiveness in Government.”□□Data.Gov□□□

19 □□□□□□“Data are not consumed by the ideas and innovations they spark, but are an endless fuel for creativity. A small bit of information, well found, can drive a giant leap of creativity. The power of a data set can be amplified by ingenuity through applications unimagined by the authors and distant from

the original field."—*Harnessing the Power of Digital Data for Science and Society*, Report of the Interagency Working Group on Digital Data to the Committee on Science of the National Science and Technology Council, Jan 2009

20 □□□□□□On compte les défautsde qui se fait attendre.

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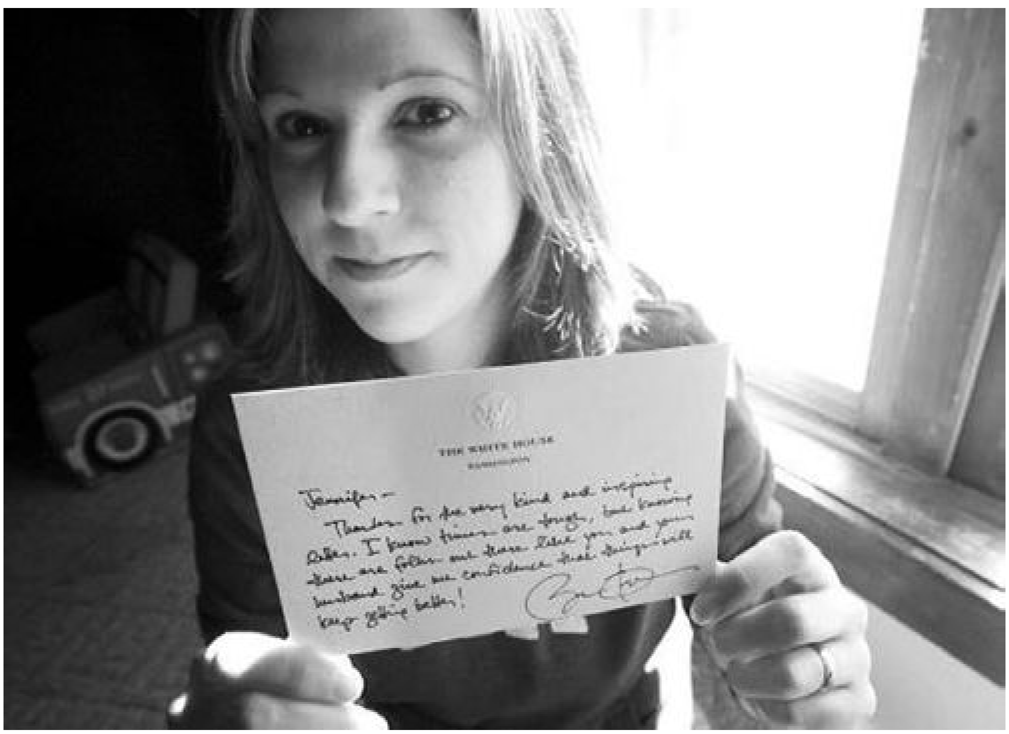
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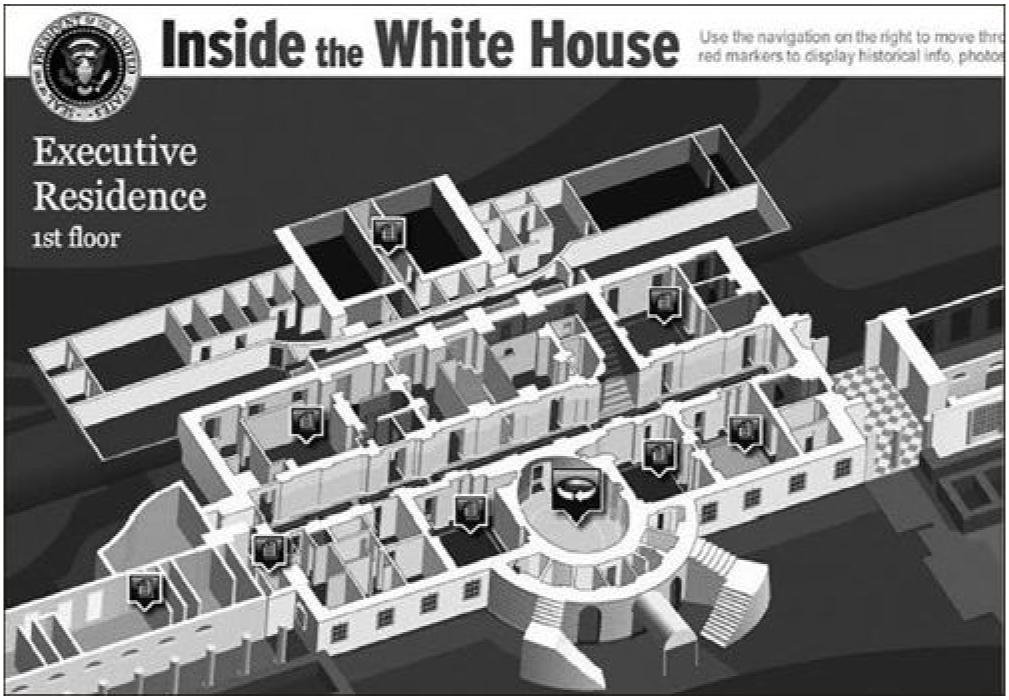
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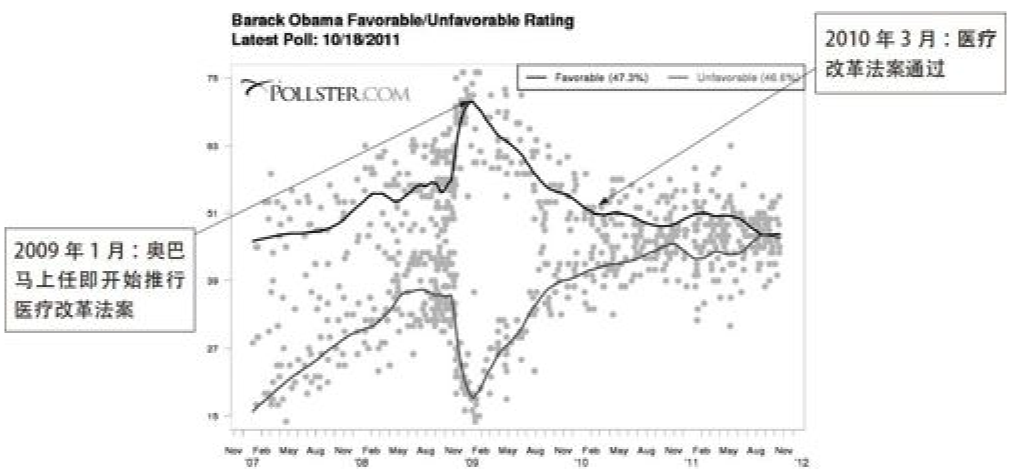
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数据字段	中文解释	数据实例
NAMELAST	来访人的姓氏	FREELY
NAMEFIRST	来访人的名字	JOSHUA
NAMEMID	来访人的中间名	L
UIN	会谈序列号	U59226
BDGNBR	出入标识卡号码	75885
ACCESS_TYPE	进入白宫的方式	VA
TOA	到达白宫的时间	11/17/2010 8:59
POA	进入白宫的入口岗位	D1S01
TOD	离开白宫的时间	11/17/2010 13:56
POD	离开白宫的出口岗位	D1S01
APPT_MADE_DATE	定约日期	11/15/2010 17:52
APPT_START_DATE	会谈开始时间	11/17/2010 9:30
APPT_END_DATE	会谈结束时间	11/17/2010 23:59
APPT_CANCEL_DATE	会谈是否取消	
TOTAL_PEOPLE	总共来访人数	1
LAST_UPDATEDBY	数据更新人	YT
POST	数据输入的计算机标识	WIN
LAST_ENTRY_DATE	最后修改日期	11/15/2010 17:52
TERMINAL_SUFFIX	数据输录人	YT
VISITEE_NAMELAST	被访问人的姓	METZENBAUM
VISITEE_NAMEFIRST	被访问人的名字	SHELLEY（OMB 的一位副主任）
MEETING_LOC	会谈所在的大楼	WH
MEETING_ROOM	会谈所在的房间	WW
CALLER_NAME_LAST	提交免除审查申请人员的姓	ALTOFT
CALLER_NAME_FIRST	提交免除审查申请人员的名字	LOIS
DESCRIPTION	事件描述	COMING IN FOR MEETING W/ S.METZENBAUM AND C.MUNOZ
RELEASE_DATE	数据发布日期	2/25/2011

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01 [illegible]“What you do is as important as anything government does. I ask you to seek a common good beyond your comfort; to defend needed reforms against easy attacks; to serve your nation, beginning with your neighbor. I ask you to be citizens: citizens, not spectators; citizens, not subjects; responsible citizens, building communities of service and a nation of

character.”—George W. Bush, First Inaugural Address, Saturday, January 20, 2001

[02](#) □□□□□“We lose ourselves when we compromise the very ideals that we fight to defend. And we honor those ideals by upholding them not when it's easy, but when it is hard.”—Barack Obama, Nobel Lecture, Dec. 10, 2009

[03](#) The World Health Report 2000, World Health Organization

[04](#) □□□□□□□□□□□□□□□□Self help is the best help. Aesop.

[05](#) □□□□□“I think the best way of doing good to the poor, is not making them easy in poverty, but leading or driving them out of it. In my youth I traveled much, and I observed in different countries, that the more public provisions were made for the poor, the less they provided for themselves, and of course became poorer. And, on the contrary, the less was done for them, the more they did for themselves, and became richer.”—Benjamin Franklin

[06](#) □□□

[07](#) □□□□□“I never forget that I live in a house owned by all the American people and that I have been given their trust. I try always to remember that their deepest problems are human. I constantly talk with those who come to tell me their own points of view—with those who manage the great industries and financial institutions of the country—with those who represent the farmer and the worker—and often, very often with average citizens without high position who come to this house.”—On Economic Conditions, Franklin Roosevelt, April 14, 1938

[08](#) □□□□□http://www.whitehouse.gov/about/History/

[09](#) White House Visitor Logs Are Public, Judge Rules, *New York Times*, December 18, 2007

[10](#) □□□□□□“It is not the function of our Government to keep the citizen from falling into error; it is the function of the citizen to keep the Government from falling into error.”—Robert H. Jackson

[11](#) Obama's Ratings Slide across the Board, Pew Research Center, http://people-press.org/2009/07/30/obamas-ratings-slide-across-the-board/

[12](#) □□□□CREW□□□□□□□□□□□□□□□□□

[13](#) □□□□□□For the first time in history, records of White House visitors will be made available to the public on an ongoing basis□We will achieve our goal of making this administration the most open and transparent administration in history not only by opening the doors of the White House to more Americans, but by shining a light on the business conducted inside it□Americans have a right to know whose voices are being heard in the policymaking process.

[14](#) White House Voluntary Disclosure Policy Visitor Access Records, http://www.whitehouse.gov/VoluntaryDisclosure/

[15](#) *The Oprah Magazine* □□□□□□□□□□□□□□□□□□□□□□□□□□□□□□

[16](#) □□□□□:“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”—Margaret Mead

[17](#) OpenSecrets.org□TransparencyData.com□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□

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[19](#) □□□□□□http://sunlightfoundation.com/WhiteHouseVisitors/

[20] White House visitor logs riddled with holes, Center for Public Integrity, http://www.iwatchnews.org/2011/04/13/4115/white-house-visitor-logs-riddled-holes

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Official White House, Photo by Pete Souza□

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年度	矿难死亡总人数	平均每年死亡人数	每万名矿工死亡率
1901-1910	22,739	2,274	36.7
1911-1920	24,680	2,468	32.9
1921-1930	22,252	2,225	29.4
1931-1940	12,528	1,253	22.5
1941-1950	10,907	1,091	22.3
1951-1960	4,512	451	15.7
1961-1970	2,597	260	17.5
1971-1980	1,420	142	6.8
1981-1990	877	88	4.5
1991-2000	426	43	3.2
2001-2010	328	33	2.7

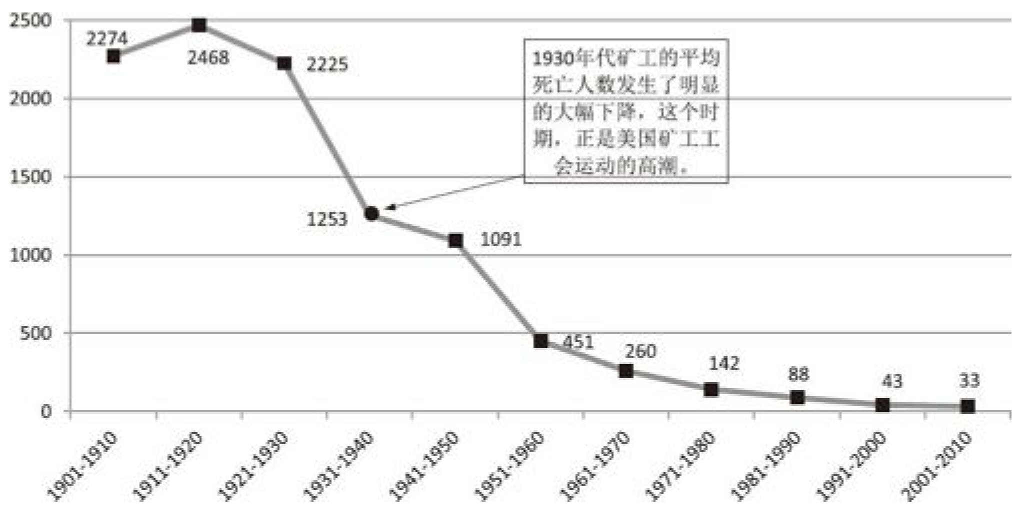
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Which Side Are You On?

Lyrics: Florence Reece

Come all of you good workers

Good news to you I'll tell,

Of how the good old union

Has come in here to dwell.

CHORUS:

Which side are you on,

Tell me,

which side are you on?

My daddy was a miner,

He's now in the air an' sun,

Stick with him,

Brother miners,

Until this battle's won.

They say in Harlan county,

here are no neutrals there,

You'll either be a union man,

Or a thug for J. H. Blair.

O gentlemen,

Can you stand it,

O tell me if you can,

Will you be a lousy scab,

Or will you be a man?

Don't scab for the bosses,

Don't listen to their lies.

Us poor folks haven't got a chance,

Unless we organize.



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Citations, Orders, and Safeguards
Mine ID: 4608436 Mine Name: Upper Big Branch Mine

I Indicates violations that have not yet been assessed.
II Indicates violations pending hearings, appeals, and/or other actions.
III These are non-assessable.

Note: Vacated citations are not included in any reports on the DRS.

Violator	Contractor ID	Citation/ Order No.	Case No.	Date Issued	Final Order Date	Section of Act	Date Terminated	Citation/ Order	S & S	Standard	Proposed Penalty ($)	Citation/ Order Status	Current Penalty($)	Amount Paid To Date ($)
Massey Energy	I	8098204	000222782	3/30/2010	7/21/2010	104(a)	4/9/2010	C	N	75.370(a)(1)	285.00	Closed	285.00	285.00
Massey Energy	II	8085078	000222782	3/25/2010		104(a)	3/30/2010	C	Y	72.630(b)	2,106.00	In Contest	2,106.00	0.00
Massey Energy	III	8087763		3/24/2010		104(b)	3/24/2010	O	N/A		Non-Assessable			
Massey Energy	II	8086928	000222782	3/23/2010		104(a)	3/23/2010	C	Y	75.370(a)(1)	3,405.00	In Contest	3,405.00	0.00
Massey Energy	II	8086927	000222782	3/23/2010		104(a)	3/23/2010	C	N	75.370(a)(1)	263.00	In Contest	263.00	0.00
Massey Energy	II	8084612	000222782	3/23/2010		104(a)	3/23/2010	C	N	75.325(b)	138.00	In Contest	138.00	0.00

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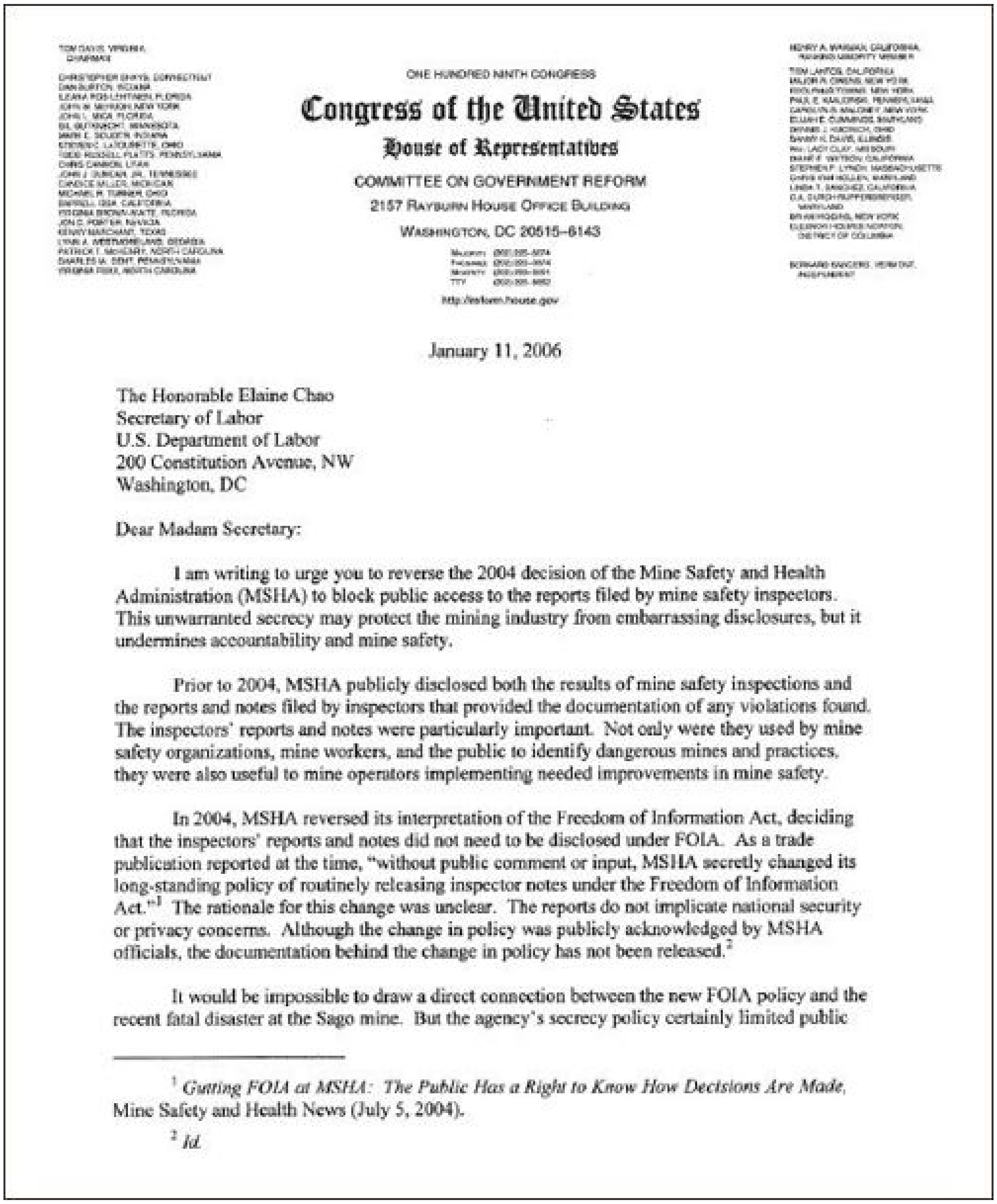
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ONE HUNDRED NINTH CONGRESS

Congress of the United States

House of Representatives

COMMITTEE ON GOVERNMENT REFORM

2157 RAYBURN HOUSE OFFICE BUILDING

WASHINGTON, DC 20515–6143

http://reform.house.gov

January 11, 2006

The Honorable Elaine Chao
Secretary of Labor
U.S. Department of Labor
200 Constitution Avenue, NW
Washington, DC

Dear Madam Secretary:

I am writing to urge you to reverse the 2004 decision of the Mine Safety and Health Administration (MSHA) to block public access to the reports filed by mine safety inspectors. This unwarranted secrecy may protect the mining industry from embarrassing disclosures, but it undermines accountability and mine safety.

Prior to 2004, MSHA publicly disclosed both the results of mine safety inspections and the reports and notes filed by inspectors that provided the documentation of any violations found. The inspectors' reports and notes were particularly important. Not only were they used by mine safety organizations, mine workers, and the public to identify dangerous mines and practices, they were also useful to mine operators implementing needed improvements in mine safety.

In 2004, MSHA reversed its interpretation of the Freedom of Information Act, deciding that the inspectors' reports and notes did not need to be disclosed under FOIA. As a trade publication reported at the time, "without public comment or input, MSHA secretly changed its long-standing policy of routinely releasing inspector notes under the Freedom of Information Act."[1] The rationale for this change was unclear. The reports do not implicate national security or privacy concerns. Although the change in policy was publicly acknowledged by MSHA officials, the documentation behind the change in policy has not been released.[2]

It would be impossible to draw a direct connection between the new FOIA policy and the recent fatal disaster at the Sago mine. But the agency's secrecy policy certainly limited public

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[1] *Gutting FOIA at MSHA: The Public Has a Right to Know How Decisions Are Made*, Mine Safety and Health News (July 5, 2004).

[2] *Id.*

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01 [illegible]1923[illegible]1926[illegible]“[illegible]”

02 To the Families of Upper Big Branch Mine: Our Hearts Ache Alongside You, Obama, April 25, 2010

03 [illegible]“Every citizen should be a soldier. This was the case with the Greeks and Romans, and must be that of every free state.”—Thomas Jefferson

04 [illegible]*Lay the Lily Low*[illegible]

05 [illegible]"Politics ought to be the part-time profession of every citizen who would protect the rights and privileges of free people and who would preserve what is good and fruitful in our national heritage."—Dwight David Eisenhower

06 Was Lack Of Government Transparency A Factor In Mine Deaths? Huffington Post, 04-14-2-10

07 [illegible]"Democracy is the most demanding of all forms of government in terms of the energy, imagination, and public spirit required of the individual."—George C. Marshall

08 [illegible]*Mine Safety and Health News*[illegible]

09 Gutting FOIA: The Public Has A Right to Know How Decisions Are Made, *Mine Safety and Health News*, Editorial, July, 2004

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[01] “An invasion of armies can be resisted; an invasion of ideas cannot be resisted.”—Victor Hugo, 1877

[02] “The best way to predict the future is to create it.”—Peter F. Drucker

[illegible]

[illegible][01]

——[illegible]·[illegible]

[illegible]2009[illegible]2[illegible]3[illegible]TED[illegible]

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[illegible]“[illegible]”[illegible][02]

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2006[illegible]3[illegible]“[illegible]”[illegible]

“[illegible]——[illegible]”[03]

[illegible]“[illegible]”[illegible]Free Our Data[illegible]

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[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]·[illegible]Tim Berners-Lee[illegible]



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[illegible]1994[illegible]10[illegible]W3C[illegible]

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2009[illegible]2[illegible]TED[illegible][04][illegible]——[illegible]

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2009[illegible]6[illegible]Data.Gov[illegible]

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2010[illegible]1[illegible]Data.Gov.uk[illegible]3000[illegible]Data.Gov[illegible]1000[illegible]

[illegible]3[illegible]

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2010[illegible]5[illegible]·[illegible]“[illegible]”[illegible]Right to Data[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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[illegible]2005[illegible]

2011[illegible]4[illegible]“[illegible]”[illegible]MyData[illegible]“[illegible]”[illegible]Groupe Aeroplan[illegible]Home Retail Group[illegible]

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[illegible]Data.Gov[illegible]

[illegible]Data.Gov[illegible]2009[illegible]5[illegible]31[illegible]13[illegible]Data.Gov[illegible]

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2010[illegible]9[illegible]23[illegible]

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2010[illegible]11[illegible]15[illegible]100[illegible]We Will Make History Together[illegible]

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2011[illegible]10[illegible]41[illegible]250[illegible]

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2011[illegible]12[illegible]Data.Gov[illegible]

[illegible]2012[illegible]

[illegible]Data.Gov[illegible]

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2011[illegible]7[illegible]Antonio Patriota[illegible]

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1. 财政透明	2. 信息自由	3. 财产公开	4. 公民参与
•能及时公开政府预算和支出的信息和文件	•有专门的法律保证公民获取政府信息和数据的权利	•有专门的制度规定如何公开高级政府官员的收入和财产	•允许公民参与公共政策的制定、保护民权

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[illegible]2010[illegible]8[illegible]35[illegible]

“[illegible]……[illegible]”

[illegible]2011[illegible]7[illegible]Mwai Kibaki[illegible]opendata.go.ke[illegible]2011[illegible]390[illegible]

[illegible]2011[illegible]3[illegible]Data.One[illegible]

美洲	秘鲁、加拿大、美国、乌拉圭、智利
亚洲	阿联酋、巴林、东帝汶、韩国、沙特阿拉伯、新加坡、中国香港
欧洲	爱尔兰、爱沙尼亚、奥地利、比利时、丹麦、德国、法国、芬兰、荷兰、摩尔多瓦、挪威、西班牙、希腊、意大利、英国
非洲	肯尼亚、摩洛哥
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1997[illegible]Ramnath Chellappa[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”

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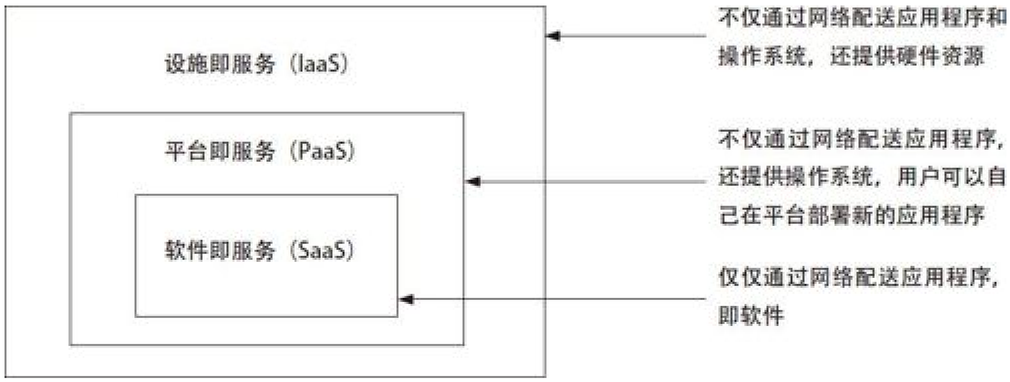
1999[illegible]Salesforce[illegible]IBM[illegible]2006[illegible]“[illegible]”[illegible]EC2[illegible]

2010[illegible]

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[illegible]SaaS[illegible]PaaS[illegible]IaaS [illegible] Software as a Service [illegible] Platform as a Service [illegible] Infrastructure as a Service[illegible]

1993[illegible]“[illegible]”[illegible]

[illegible]2010[illegible]71[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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[illegible]W3C[illegible]1998[illegible]

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> [illegible]（Metadata）
>
> [illegible]（data about data）[illegible]

[illegible]“[illegible]”（Primary Key）[illegible]“[illegible]”[illegible]

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1990[illegible]“Web 1.0”[illegible]21[illegible][14][illegible]“Web 2.0”[illegible]

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[illegible]“[illegible]”[illegible]

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[illegible]10[illegible]Outlook[illegible]

[illegible]“[illegible]”[illegible]“Web 3.0”[illegible]

[illegible]Web 1.0[illegible]Web 3.0[illegible]



[illegible]Web 1.0[illegible]Web 3.0[illegible]

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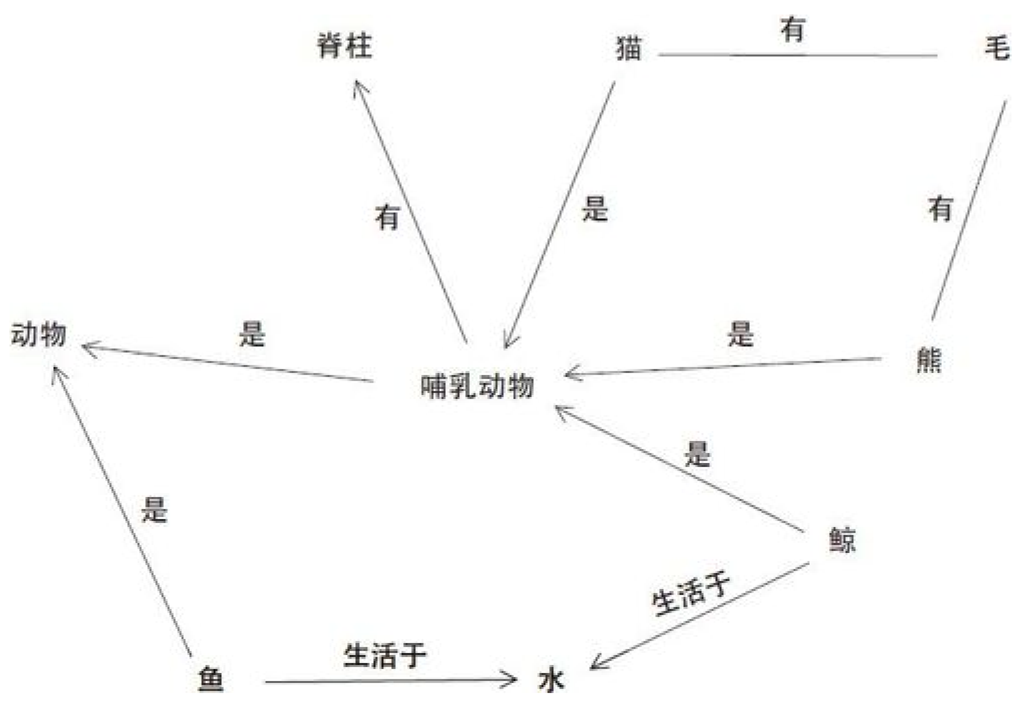
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[illegible]Data.Gov[illegible]400[illegible]64[illegible]

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[illegible]1876[illegible]

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[illegible]2009[illegible]TED[illegible]

“[illegible]”[15]

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01 [illegible]“Raw Data Now!”—On the next Web, TED 2009 Conference, Tim Berners-Lee, Feb 3rd, 2009

02 [illegible]“The most exciting is a new right to data, which will let people request streams of government information and use it for social or commercial purposes? Take all this together and we really can make this one of the most open, accountable and transparent governments there is. Let me end by saying this. You are going to have so much information about what we do, how much of your money we spend doing it, and what the outcome is[illegible]So use

it, exploit it, hold us to account. Together we can set a great example of what a modern democracy ought to look like."—David Cameron, November 19th 2010

03 Give us back our crown jewels, *The Guardian*, Charles Arthur and Michael Cross, March 8, 2006

04 TED□Technology□Entertainment□Design□□□□□□□□□3 □□□□□□□□TED□□

05 □□□□□□"Each country will pursue a path rooted in the culture of its own people□Yet experience shows us that history is on the side of liberty; that the strongest foundation for human progress lies in open economies, open societies, and open governments."—Remarks to the United Nations General Assembly, Obama, September 23, 2010

06 □□□□□□□□□□□□□□□□□□2010□9□23□□

07 Open Government Data Camp: 2010

08 Open Government Declaration, September 2011

09 □□□□□"Computing may someday be organized as a public utility just as the telephone system is a public utility.…The computer utility could become the basis of a new and important industry."—John McCarthy, speaking at the MIT Centennial in 1961

10 □□□□□□"□□"□□□□□□□□□□□□□□□□□□□□

11 □□□□□□"The network is the computer."—John Gage, Vice President of Sun Microsystems, 1983

12 Federal Cloud Computing Strategy, Vivek Kundra, U.S. Chief Information Officer, February 8, 2011

13 □□□□□□"The Semantic Web is a web of data, in some ways like a global database. …The Semantic Web isn't just about putting data on the web. It is about making links, so that a person or machine can explore the web of data. With linked data, when you have some of it, you can find other related data."—Tim Berners-Lee, 1998 & 2006

14 □□□Twitter□□□□□□□□□□□□□□Facebook□□□□□□□□□□□□□□□□□□□□□□□□□□□□□

15 On the next Web, TED 2009 Conference, Tim Berners-Lee, Feb 3rd, 2009

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2007[illegible]2[illegible]10[illegible]Springfield[illegible]Mark Wilson/Getty Images[illegible]

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[illegible]2008[illegible]“[illegible]”[illegible]“[illegible]”[illegible]2012[illegible]4[illegible]“[illegible]”[illegible]New Media Challenge[illegible]John Fleming[illegible]“[illegible]”[illegible]



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1960[illegible]9[illegible]

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2011[illegible]7[illegible]6[illegible]6[illegible]

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2012□□□□□□□□□□□□□□□□

排名	候选人	身份	推特粉丝数	脸谱粉丝数	影响指数	总粉丝数
1	奥巴马 Barack Obama	现任总统	13,578,607	25,891,809	91.2	39,470,416
2	罗姆尼 Mitt Romney	前麻省州长	402,897	1,554,058	85.5	1,956,955
3	金里奇 Newt Gingrich	前众议院议长	1,451,187	296,253	81.5	1,747,440
4	保罗 Ron Paul	现任众议员	145,772	925,424	65.1	1,071,196
5	桑托勒姆 Rick Santorum	前任参议员	184,155	187,841	83.8	371,996
6	洪博培 Jon Huntsman	前犹他州州长、前驻华大使	81,782	37,393	60.8	119,175

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[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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2007[illegible]·[illegible]Kevin Kelly[illegible]Gary Wolf[illegible]quantifiedself.com[illegible]

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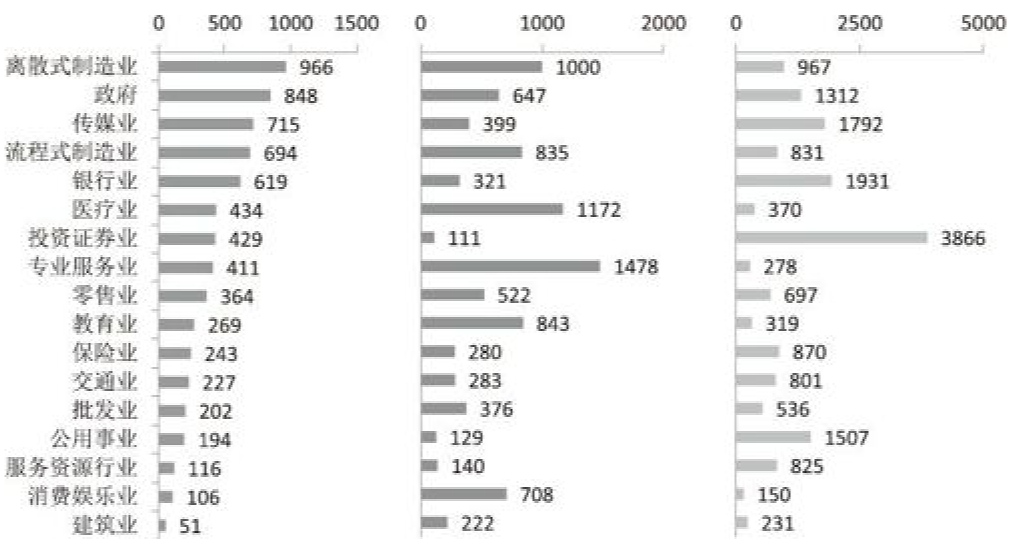
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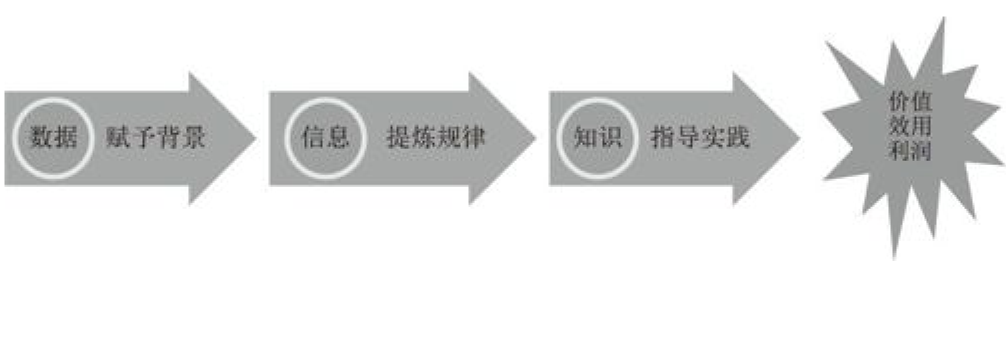
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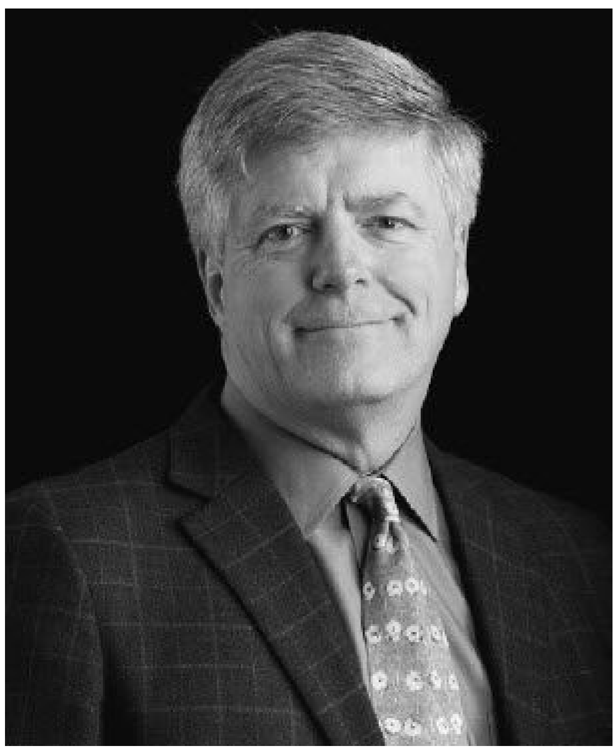
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行业	代表企业
消费品行业	安海斯 - 布希公司（Anheuser-Busch） 美国嘉露酒庄（E. & J. Gallo Winery） 玛氏（Mars） 宝洁（Procter & Gamble）
金融服务业	巴克莱银行（Barclays Bank） 第一资本金融公司（Capital One） 加拿大皇家银行（Royal Bank of Canada） 前进保险公司（Progressive Casualty Insurance） Wellpoint 公司
体育娱乐业	奥克兰运动家队（Oakland A’s） 波士顿红袜队（Boston Red Sox） 哈拉斯娱乐公司（Harrah’s Entertainment） 万豪国际酒店（Marriott International） 新英格兰爱国者队（New England Patriots）
工业品行业	CEMEX 公司 约翰 • 迪尔公司（John Deere & Company）
电信业	Sprint 公司（美国电信运营商） O_2（英国电信运营商） 法国电信公司（Bouygues Telecom）
制药业	阿斯利康公司（AstraZeneca） 苏威制药公司（Solvay） 尖端制药公司（Vertex Pharmaceuticals, Inc.）
零售业	亚马逊公司（Amazon.com） JCPenny 百货公司 乐购（Tesco） 沃尔玛（Wal-Mart）
运输业	联邦快递公司（FedEx） 施奈德公司（Schneider National） 联合包裹公司（United Parcel Service）
电子商务行业	Google 谷歌 Netflix 公司 Yahoo! 雅虎

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2010[illegible]1[illegible]3[illegible]5[illegible][09][illegible]RFID[illegible]“[illegible]”[illegible]

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功能（Function）	大数据的杠杆（Big Data Lever）
市场营销 （Marketing）	1. 交叉销售（Cross-selling） 2. 基于地理位置的市场营销（Location based marketing） 3. 店内行为分析（In-store behavior analysis） 4. 顾客细分（Customer micro-segmentation） 5. 情感态度分析（Sentiment Analysis） 6. 多渠道消费体验（Enhancing the multichannel consumer experience）
商品 （Merchandising）	7. 分类优化（Assortment optimization） 8. 价格优化（Pricing optimization） 9. 上架布局及设计的优化（Placement and design optimization）
运营 （Operations）	10. 绩效透明（Performance transparency） 11. 雇员工时优化（Labor inputs optimization）
供应链 （Supply chain）	12. 库存管理（Inventory management） 13. 配送和物流优化（Distribution and logistics optimization） 14. 供应商谈判（Informing supplier negotiations）
新的商业模式 （New business models）	15. 价格比较服务（Price comparison services） 16. 网络营销市场（Web-based markets）

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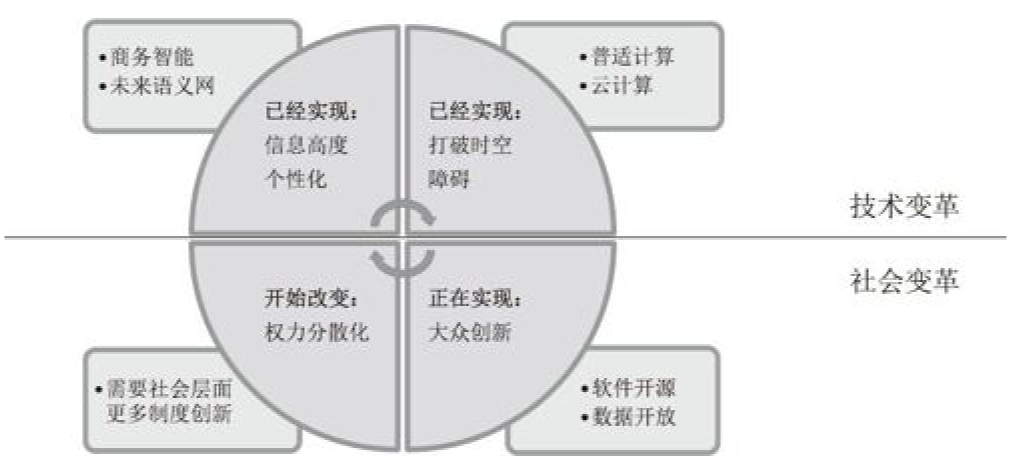
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01 Big data: The next frontier for innovation, competition and productivity, McKinsey Global Institute, May 2011

[02](#) [illegible]“Political technology determines political success.”—Morton C. Blackwell

[03](#) *Competing on Analytics: the New Science of Winning*, Thomas H. Davenport, 2007[illegible]

[04](#) [illegible]2011[illegible]5[illegible]Big data: The next frontier for innovation, competition and productivity, McKinsey Global Institute, May 2011[illegible]

[05](#) Big data: The next frontier for innovation, competition and productivity, McKinsey Global Institute, May 2011

[06](#) [illegible]

[07](#) Competing On Analytics, Harvard Business Review, Thomas H. Davenport, January 2006

[08](#) [illegible]2009[illegible]8[illegible]·[illegible]8[illegible]

[09](#) A Data Explosion Remakes Retailing, Steve Lohr, *New York Times*, Jan 2, 2010

[10](#) [illegible]“It is unfortunately none too well understood that, just as the State has no money of its own, so it has no power of its own. All the power it has is what society gives it, plus what it confiscates from time to time on one pretext or another; there is no other source from which State power can be drawn.”—*Our Enemy, The State*, Albert Jay Nock

[11](#) [illegible]“The transition from an industrial age to a post-industrial or information age has been discussed so much and for so long that we may not have noticed that we are passing into a post-information age.”—*Being Digital*, Nicholas Negroponte

[12](#) [illegible]“This period of history has been called the Information Age because it makes available instant access to knowledge that would have been difficult or impossible to find previously. I would argue that we are way beyond this; we’re at the beginning of a new era: the New Information Age.”—New Information Age, Techcrunch, Vivek Wadhwa, April 10th, 2011

[13](#) [illegible]“You can call it liberalism. You can call it empowerment. You can call it freedom. You can call it responsibility. I call it the Big Society.”—David Cameron, July 2010

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Teaching Professor

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2011[illegible]4.8[illegible]9[illegible]3[illegible]

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数据种类	收集对象	收集方法	美国的里程碑	中国的进步
业务数据	下级部门和各类社会组织	以基层上报、被动接收为主	1973 年卫生部引进最小数据集	2006 年卫生部制定了第一套最小标准数据集
民意数据	单个公民或组织	投入人力财力、主动收集	1940 罗斯福总统引进民意调查	2006 年国家统计局正式成立了社情民意调查中心
环境数据	自然环境、动植物、物体	以传感器自动采集为主	1962 年的海浪监测计划	2010 年起物联网的技术开始在铁道部、交通部得到应用

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	国家	2011 年人口（估算）	2000 年互联网用户数	2011 年互联网用户数	网民数占国家人口比例
1	中国	1,336,718,015	22,500,000	485,000,000	36.3%
2	美国	313,232,044	95,354,000	245,000,000	78.2%
3	印度	1,189,172,906	5,000,000	100,000,000	8.4%
4	日本	126,475,664	47,080,000	99,182,000	78.4%
5	巴西	203,429,773	5,000,000	75,982,000	37.4%
6	德国	81,471,834	24,000,000	65,125,000	79.9%
7	俄罗斯	138,739,892	3,100,000	59,700,000	43%
8	英国	62,698,362	15,400,000	51,442,100	82%
9	法国	65,102,719	8,500,000	45,262,000	69.5%
10	尼日利亚	155,215,573	200,000	43,982,200	28.3%

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	国家	手机数量	统计截至日期
1	中国	951,600,000	2011 年 10 月
2	印度	884,371,296	2011 年 11 月
3	美国	310,866,000	2011 年 6 月
4	印度尼西亚	250,100,000	2011 年 5 月
5	巴西	242,200,000	2011 年 12 月
6	俄罗斯	224,260,000	2011 年 7 月
7	日本	121,246,700	2011 年 6 月
8	巴基斯坦	108,894,518	2011 年 6 月
9	德国	107,000,000	2009 年
10	尼日利亚	90,583,306	2011 年 2 月

□□□□□□□□□□List of countries by number of mobile phones in use□□□

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04 *Chinese Characteristics*, Arthur H. Smith, 1894
05 *The Life of the Mind*, Hannah Arendt (1906-1975), Edited by Mary McCarthy, 1978

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[illegible]　[illegible]

ACM[illegible]Association of Computing Machinery　[illegible]

ACM SIGKDD [illegible] Special Interest Group on Knowledge Discovery and Data Mining　[illegible]

ACLU[illegible]American Civil Liberties Union　[illegible]

AHA[illegible]American Hospital Association　[illegible]

AIPO[illegible]American Institute of Public Opinion　[illegible]

ASNE[illegible]American Society of Newspaper Editors　[illegible]

BJA[illegible]Bureau of Justice Assistance　[illegible]

BLS[illegible]Bureau of Labor Statistics　[illegible]

BPD[illegible]Bureau of Public Debt　[illegible]

CBS[illegible]Columbia Broadcasting System　[illegible]

CCUSA[illegible]Chamber of Commerce of the USA　[illegible]

CDC[illegible]Central Disease Control　[illegible]

CIA[illegible]Central Intelligence Agency　[illegible]

CMS□Centers for Medicare and Medicaid Services □□□□□□□
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CPI□Center for Public Integrity □□□□□□

CPSC□Consumer Product Safety Commission □□□□□□□□□□

CREW□Citizens for Responsibility and Ethics in Washington
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DARPA□Defense Advanced Research Projects Agency □□□□□
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DHS□Department of Homeland Security □□□□□

DODC□National Oceanographic Data Center □□□□□□□□

EPA□Environmental Protection Agency □□□□□□□

FBI□Federal Bureau of Investigation □□□□□

FCC□Federal Communications Commission □□□□□□□□□

FDA□Food and Drug Administration □□□□□□□□□□

FHA□Federal Highway Administration □□□□□□□□□

FSF□Free Software Foundation □□□□□□□

FWS□Fish and Wildlife Service □□□□□□□□□□

GSA□General Service Administration □□□□□□□

IAO□Information Awareness Office □□□□□□□

IAS□Institute for Advanced Study □□□□□□□□□□□

MSHA□Mine Safety and Health Administration □□□□□□□

NCVHS□National Committee on Vital and Health Statistics □□□□□□□□□□□

NHLBI□National Heart, Lung, and Blood Institute □□□□□□□□

NHTSA□National Highway Traffic Safety Administration □□□□□□□□□□□□□

NIH□National Institutes of Health □□□□□□□

NIJ□National Institute of Justice □□□□□□□

NOAA□National Oceanic and Atmospheric Administration □□□□□□□□□□

NPR□National Public Radio □□□□□□

NSA□National Security Agency □□□□□

NUL□National Urban League □□□□□□

NVAC□National Visualization and Analytics Center □□□□□□□□□

NWS□National Weather Service □□□□□

OFR□Office of the Federal Register □□□□□□□□□

OGP□Open Government Partnership □□□□□□

OIRA□Office of Information and Regulatory Affairs □□□□□□□□

OJJDP □ Office of Juvenile Justice and Delinquency Prevention □□□□□□□□□□

OMB□Office of Management and Budget □□□□□□□□□□□□□□□□□Bureau of the Budget Analysis□

OSHA□Occupational Safety and Health Administration □□□□□□□□□□

OSI□Open Source Initiative □□□□□

PARC□Palo Alto Research Center □□□□□□□□

PCAST □ President's Council of Advisors on Science and Technology □□□□□□□□□□□

PITAC □ President's Information Technology Advisory Committee □□□□□□□□□□□

PRC□Pew Research Center □□□□□□

SAMHSA □ Substance Abuse and Mental Health Services Administration □□□□□□□

UMWA□United Mine Workers of America □□□□□□□

USCB□U.S. Census Bureau □□□□□

USPS□U.S. Postal Service □□□□□

USSS□U.S. Secret Service □□□□□

W3C□World Wide Web Consortium □□□□□

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